To-Be End-to-End Procurement Process Model

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SYSTEM MAPS

14 January 2000

STRATEGIC IMPLEMENTATION PLAN

EXECUTIVE SUMMARY

Defense Reform Initiative Directive (DRID) # 47 established an Integrated Process Team (IPT) to develop a model of the End-to-End Procurement Process in the future shared data environment. The model includes the paperless contracting process from requirements generation through solicitation, contract award, administration, payment and closeout. The IPT completed development of the End-to-End Procurement Process Model in June 1999. Detailed process models and systems maps that depict the End-to-End Procurement Process Model, as well as other elements of the final report, are available on the DCMC web site:

www.dcmc.hq.dla.mil/centers/paperless/e2e/finalrpt/finalrpt.htm

This End-to-End Procurement Process Model Strategic Implementation Plan provides guidance to support the implementation of paperless procurement throughout the Department of Defense (DoD) in accordance with the model. The model defines the target shared data architecture for paperless procurement in the 2000-2004 timeframe. This model provides a roadmap for the Military Services and Defense Agencies to coordinate and facilitate reengineering efforts and systems development/integration activities to achieve this near-term electronic procurement environment.

The systems, interfaces, transfer mechanisms and information flow paths contained in the procurement process model are in various stages of development, deployment, or modification. Some are well established while others are in development or conceptual as part of the To-Be vision. In addition, many of the systems and interfaces that are currently in use provide some preliminary capabilities and must evolve to meet the objectives in the model.

To set the course for this evolution, a DoD wide management approach will be used to guide the actions required to achieve the To-Be procurement process goal. This approach will include executive level oversight as well as the establishment of an IPT to support implementation of the model. This will include portfolio management of the critical systems and interfaces supporting paperless procurement. Portfolio management will provide department wide coordination of the interfaces between systems to achieve seamless integration.

An Executive Control Board (ECB) consisting of senior level representatives from OSD, the Services and Agencies will be established to provide executive level oversight and manage the interfaces of the "portfolio" of systems and databases included in the procurement process model. The ECB will handle the high level decisions and issues to ensure the effort stays focused on the goal of implementing paperless procurement. The ECB will work the major resource decisions and will receive periodic progress reports on the status of the implementation. A working level team, the End-to-End Procurement Process Implementation Integrated Process Team (IPT) will provide day-to-day guidance throughout the implementation process. This Implementation IPT will maintain the To-Be process/systems model and monitor the interfaces between systems and databases. In addition, the IPT will work with the Services and Agencies to facilitate the integration and provide a source (e.g., using web-based technology) for information exchange on solutions to ensure process integrity. Finally, the IPT will serve as the overall process/systems model configuration manager. The IPT will maintain configuration controls throughout the implementation schedule. A draft End-to-End Procurement Process

Implementation IPT Charter that defines the organizational structure of the Implementation IPT and establishes its roles and responsibilities is provided as Appendix A to this plan.

This Strategic Implementation Plan includes a high level integrated schedule that depicts the planned evolution of the model implementation. Also included are system maps that depict the planned state of the process flow and transfer mechanisms at specific points in time. The development stages are color-coded to identify the status of each interface in meeting the objectives of the To-Be Procurement Process Model. Red identifies interfaces under development, yellow indicates interfaces partially deployed with partial functionality, green means completely deployed with partial functionality, light blue notes partially deployed to some communities with full functionality and dark blue interfaces are completely deployed with full functionality. The schedule and interim systems maps show the planned evolution of the interfaces towards the functional goals of the procurement process model. This integrated schedule will serve as the baseline and as a measure of progress for the Implementation IPT to manage the To-Be Model implementation process.

This Strategic Implementation Plan also includes performance metrics that will be used to track business process improvements and the progress towards achieving the integrated schedule. Where appropriate, the plan includes metrics currently used by the Paperless Contracting Working Integrated Process Team (PC WIPT). Both 'Outcome' and 'Output' metrics will be used to measure model performance and implementation progress. The 'Outcome' measures will be used to determine performance improvements realized through the implementation of the procurement process model. For example, the total decrease in Unmatched Disbursements (UMDs) will be measured to show progress in performance. 'Output' measures will track the End-to-End Procurement Process implementation progress against the planned schedule and identify, for example, the percentage of solicitations made available to industry electronically.

The Procurement Process Model and this Strategic Implementation Plan provide overall guidance for DoD to achieve paperless procurement in the future shared data environment. The dedicated efforts of the ECB, Implementation IPT, application/system program managers and Service/Agency teams are essential to ensure the model is successfully implemented and the goal of paperless procurement is achieved.

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SECTION 1

INTRODUCTION

1.1   PURPOSE

This Strategic Implementation Plan provides guidance to support implementation of the To-Be End-to-End Procurement Process Model. This plan includes a proposed management structure to orchestrate implementation of the model, a strategic implementation schedule, performance and progress metrics, and a proposed charter for an End-to-End Procurement Process Implementation IPT.   The proposed management structure includes an Executive Control Board (ECB) to provide executive level oversight to guide the Military Services and Defense Agencies in implementing the model. A working level implementation IPT, the End-to-End Procurement Process Implementation IPT, will be established to manage day to day implementation. The strategic integrated schedule is a consolidation of established and projected program information from paperless contracting and financial management systems that have been incorporated into the model. This schedule will be used as a baseline from which to plan End-to-End interface deployment activities to support the integration of these systems. The recommended metrics will provide the ECB with business process improvement measures and support continuous monitoring of the integrated schedule's progress. The proposed End-to-End Procurement Process Implementation IPT charter (see Attachment A) defines roles and responsibilities for this IPT.

The End-to-End Procurement Process Model establishes a framework for a DoD-wide electronic procurement environment that provides for seamless data exchange among process partners. Implementation of the model is required to ensure coordination among all acquisition related development efforts within service and functional communities.

1.2   BACKGROUND

The Department of Defense (DoD) is adopting business practices that have been successfully used by American industry in their efforts to become leaner and more flexible global competitors. These commercial business practices offer opportunities for significant savings through improved acquisition management and paperless procurement. Combined with on-going process improvements and technology enhancements, adopting these commercial business practices will continue contributing to the Department's modernization efforts.

In an effort to move toward the future shared data environment envisioned under paperless procurement, the Deputy Secretary of Defense issued Defense Reform Initiative Directive (DRID) #47 — End-to-End Procurement Process. DRID #47 established a DoD-wide Working Integrated Process Team (WIPT), jointly chaired by the Commander, Defense Contract Management Command (DCMC) and the Director, Defense Finance and Accounting Service (DFAS) to develop and document the future End-to-End Procurement Process. The WIPT leveraged the "As-Is" contracting business model, as well as the results from the DRID #32, Paperless Contracting Closeout and DRID #33, Paperless DD Form 250, Material Inspection and

Receiving Report teams to build a To-Be End-to-End Procurement Process Model, including process dependencies and information requirements and responsibilities.

The End-to-End Procurement Process WIPT began developing the To-Be Procurement Process Model in November 1998. Representatives from each of the Military Services, the Defense Logistics Agency (DLA), the Defense Contract Audit Agency (DCAA), the Defense Information Systems Agency (DISA), the Joint Electronic Commerce Program Office (JECPO), DFAS, and DCMC participated in the development of the model. The model was completed on March 31, 1999 and published shortly thereafter. The model is available at:

http://www.dcmc.hq.dla.mil/centers/paperless/e2e/finalrpt/finalrpt.htm

The To-Be Procurement Process Model includes an end-to-end process flow model and a series of end-to-end systems maps representing DoD procurement in the future shared data environment (FY 2000 and beyond). The model depicts how information flows between users, systems, and databases in the future shared data environment.

The To-Be End-to-End Procurement Process Model and System Maps represent a near-term (2000-2004) vision for paperless contracting within the Department of Defense (DoD). The procurement process model and systems maps define a target shared data architecture and provide a basis for coordinating and integrating DoD procurement systems development activities and reengineering efforts that will lead to the future electronic procurement environment.

1.3   DEVELOPMENT OF THE STRATEGIC IMPLEMENTATION PLAN

The completed To-Be Procurement Process Model was presented to senior procurement and financial management leaders in the Military Services and the Department of Defense. These leaders requested the development of a Strategic Implementation Plan to help guide and support implementation of the model. The End-to-End Procurement Process WIPT was reestablished to develop this plan.

Development of this Strategic Implementation Plan began in July 1999. The original End-to-End Procurement Process WIPT worked with representatives from the program offices for several key procurement and financial management systems to help develop this plan in a series of working group meetings. A detailed list of all working group participants is included as Attachments H, I, and J. The team focused on four objectives to include in this Strategic Implementation Plan:

- Develop an integrated implementation schedule for the To-Be systems/databases and interfaces
- Define metrics to measure implementation of the paperless procurement process
- Develop a management structure including roles and responsibilities to support implementation of the To-Be Procurement Process Model
- Develop a charter for the End-to-End Procurement Process Implementation IPT

The WIPT reviewed each interface in the To-Be Procurement Process Model and its associated transfer mechanism(s) to build the strategic integrated schedule for the model. During this review, several changes to the model were made based on changes in system functionality, new information, or an improved interface (see Attachment B). These changes resulted in a revised set of systems maps for the model.

The strategic integrated schedule is presented as a series of time-based snapshots that portray the implementation status of the model (see Attachments C, D, E, F, and G). These snapshots capture the status of each interface and its associated transfer mechanism(s) in the model and define implementation performance targets for the Implementation IPT.

1.4   REPORT CONTENT

This introduction is Section 1 of the Strategic Implementation Plan for the To-Be End-to-End Procurement Process Model. Section 2 provides the proposed management structure including the concept of portfolio management to implement the model. Section 3 provides a baseline integrated implementation schedule, along with a description of the assumptions, constraints and dependencies used in the development of this schedule. Section 4 describes a set of metrics to use for monitoring the implementation progress and results. Section 5 contains several recommendations to facilitate the implementation of the model. Attachments include:

- A: Proposed Implementation IPT Charter
- B: Changes to the March 31, 1999 Report
- C: October 1999 Snapshot of the Color-Coded System Maps
- D: October 2000 Snapshot of the Color-Coded System Maps
- E: October 2001 Snapshot of the Color-Coded System Maps
- F: August 2002 Snapshot of the Color-Coded System Maps
- G: March 2003 Snapshot of the Color-Coded System Maps
- H: List of participants in Session 1 of the End-to-End Working Group
- I: List of participants in Session 2 of the End-to-End Working Group
- J: List of participants in Session 3 of the End-to-End Working Group

1.5   CONCLUSION

The objective of this Strategic Implementation Plan is to provide guidance to support DoD's implementation of the End-to-End Procurement Process Model. Implementation of the model will provide a seamless end-to-end procurement process/systems flow from requirements through solicitation, award/modification, contract administration, payment and closeout. This Plan includes a proposed management structure to facilitate model implementation. The concept of portfolio management is critical to this management structure since the systems and interfaces in the model cross Service/Agency and functional areas. A DoD-wide management forum is required to ensure coordinated development and implementation, as well as configuration control.

The ECB and Implementation IPT will provide the requisite management structure to ensure critical interfaces meet the objectives of the model and that each functional community's requirements are adequately incorporated. This plan defines the proposed roles and responsibilities for the ECB and the Implementation IPT to implement the model throughout DoD. The strategic implementation schedule and proposed metrics contained in the plan will assist the ECB and Implementation IPT in implementing the model.

<center>SECTION 2</center>

<center>MANAGEMENT STRUCTURE</center>

2.1   INTRODUCTION

The End-to-End Procurement Process Model establishes a roadmap for a DoD-wide electronic procurement environment that provides for seamless data exchange among process partners. Implementation of the model requires DoD-wide management and oversight. This Strategic Implementation Plan proposes a management structure consisting of four stakeholder groups: (1) an Executive Control Board (ECB) acting as portfolio manager for the End-to-End Procurement Process, (2) a working-level Implementation Integrated Process Team (IPT), (3) the Application/System Program Managers for key paperless procurement and financial systems contained in the model, and (4) the Military Services/Agencies.

This section provides a synopsis of portfolio management on which these four stakeholder groups will operate. Specific application of portfolio management to the end-to-end procurement process is described to include the roles and responsibilities for the stakeholder groups. This management structure will work to orchestrate seamless information exchange among all process partners/stakeholders, maintain configuration control of critical interfaces, and facilitate integrated and knowledge-based solutions to ensure process integrity.

2.2   PORTFOLIO MANAGEMENT

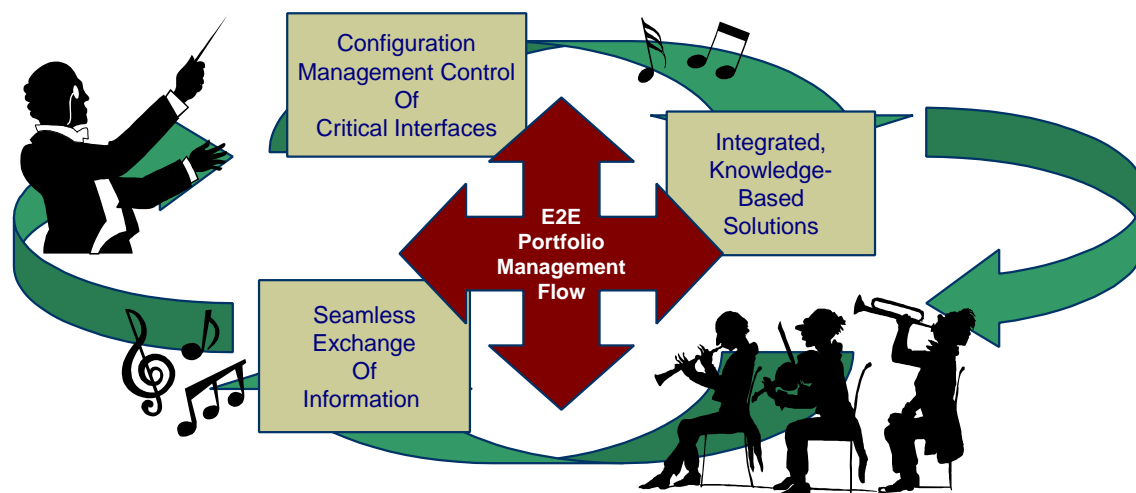<center>**Portfolio Management Flow**</center>

<center>Exhibit 2-1</center>

The major challenge for implementing paperless procurement in accordance with the To-Be Procurement Process Model lies in integrating the various interfaces between systems, databases,

and personnel access envisioned under the model. The many paperless contracting, finance, and logistics systems being developed by the Military Services and Defense Agencies need to be linked together to work as one large "portfolio" of systems. The implementation effort must guide these system and application development activities to provide the interfaces necessary to seamlessly transfer and share information and build the paperless environment envisioned in the model. A concept called "Portfolio Management" is needed to orchestrate the integration of all of the required systems in the model. Under portfolio management, each of the systems, applications, databases, and transfer mechanisms will be managed as an integrated whole. The focus of portfolio management will be to ensure that systems are being developed to meet the functional needs of the model, delivery tools and transfer mechanisms are being developed to meet the connectivity needs of the model, and that each interface is properly designed to support electronic information exchange. The portfolio manager must take a DoD-wide approach to managing the portfolio to ensure all functional communities and organizations can achieve the goal of paperless procurement.

Portfolio management will ensure an overarching management perspective is applied to the interface development activities for the systems and applications contained in the To-Be Procurement Process Model. The portfolio management approach will transform the current procurement programs from a set of discrete applications, systems and databases that exchange information to an integrated portfolio of functionality and technology to solve procurement business needs.

- Functional components are the applications, databases and tools that provide the required functionality. These components form the basis of the portfolio and all other components are selected to complement or help deploy these base elements.

- Technical components include integration tools, operational tools and delivery systems necessary to assemble and/or deliver the functional components. Technical components of the paperless procurement portfolio include web access and standard information distribution systems and transfer mechanisms.

Portfolio management will integrate and provide a single focal point for interface management of a diverse set of functional and technical components under the supervision, development, operation and/or maintenance of different organizations. The greatest challenge to the portfolio is to avoid piecemeal management. This requires a continued focus on the entire portfolio to ensure that responsible managers develop and implement functional and technology components that are compatible and interoperable with each other.

2.3 MANAGEMENT OF THE END-TO-END PROCUREMENT PROCESS

Managing the integration of the elements contained in the To-Be Procurement Process Model (the systems, interfaces, transfer mechanisms, and information flow paths) will require an orchestrated management approach. These elements are in various stages of development. Some are well established, others are under development and some are conceptual as part of the To-Be vision. Many of the systems and interfaces that are currently in use provide some preliminary paperless procurement capabilities for the To-Be environment.

In accordance with this Strategic Implementation Plan, each application, system and database development effort included in the End-to-End Procurement Process Model will continue to be managed by the individual program office assigned for development. An Executive Control Board (ECB) will be established to ensure that the separate development efforts mesh together as an integrated portfolio and the ECB will act as Portfolio Manager for implementing the model. An End-to-End Procurement Process Implementation IPT will lead the day-to-day work to orchestrate seamless information exchange among all process partners/stakeholders, maintain configuration control of critical interfaces, and facilitate integrated and knowledge-based solutions to ensure process integrity. The Implementation IPT must be composed of personnel who are familiar with and can generate commitments relative to procurement, financial management, and/or logistics operations associated with the To-Be Procurement Process Model. The following paragraphs provide additional details on the management roles and responsibilities of the four stakeholder groups.

2.3.1 Executive Control Board (ECB)

Overall responsibility for implementing the To-Be Procurement Process Model will be assigned to an Executive Control Board (ECB). The ECB will act as the DoD Portfolio Manager for the model and will consist of senior level representation from all functional communities included in the To-Be Procurement Process. It will report on a semi-annual basis to the Deputy Secretary of Defense (DEPSECDEF) on the progress and performance of implementing the model. The ECB will provide guidance and oversight to the Implementation IPT to facilitate model implementation. The ECB will approve a charter for the Implementation IPT (draft as Attachment A) and update it periodically.

The ECB will be responsible for resolving issues and addressing risks raised to them by the Implementation IPT. It will also provide oversight and guidance to Services/Agencies to implement the model. The ECB will also provide assistance to the Implementation IPT to acquire the necessary resources to accomplish its mission.

Specific Executive Control Board operating relationships are specified in the charter in Attachment A and include:

- Act as Portfolio Manager for implementation of the To-Be End-to-End Procurement Process Model

- Provide oversight and guidance to the Implementation IPT to facilitate model implementation

- Provide semi-annual progress reports to the Deputy Secretary of Defense on the progress of model implementation and paperless procurement performance achieved

- Provide oversight and guidance to Services/Agencies to assist in model implementation

- Resolve issues and address risks identified by the Implementation IPT

- Provide assistance in resource allocation for the Implementation IPT.

2.3.2 Implementation Integrated Process Team (IPT)

An End-to-End Procurement Process Implementation IPT will be established to provide day-to-day management and implementation of the model. This IPT will consist of Military Service and Defense Agency representatives from the various functional communities involved in procurement (contracting, financial management, logistics, etc.). It will report directly to the Executive Control Board.

The Implementation IPT will provide written monthly reports on milestone events, risks and issues, and hold quarterly in-process reviews for the ECB. It will baseline progress and performance metrics, and track them on a periodic basis to measure progress and performance results.

The Implementation IPT will be a catalyst for integrated decision-making, facilitating discussions and problem-solving sessions between different program offices. Issues that cannot be resolved internally will be elevated to the ECB.

The Implementation IPT will use the portfolio management approach to ensure that essential contracting, financial, and logistics information is available, useable, and interoperable with internal and external partners and legacy systems. It will orchestrate seamless information exchange among all process partners, maintain configuration control of critical interfaces, and facilitate integrated and knowledge-based solutions to ensure process integrity.

Specific End-to-End Procurement Process Implementation IPT responsibilities are specified in the charter in Attachment A and include:

- Manage day-to-day implementation of the model in accordance with guidance from the ECB

- Establish program management procedures to support implementation of the model

- Establish and maintain an integrated schedule for model implementation

- Establish reporting metrics and corresponding collection methodology

- Track, monitor, and report implementation progress

- Develop a detailed Implementation Plan for ECB approval

- Coordinate system development activities to implement required interfaces

- Establish and chair a portfolio configuration management board

- Maintain configuration management planning and control for all interfaces

- Identify, review and resolve interface issues

- Identify, recommend, and coordinate policy and regulatory changes to assist in implementing the model

- Maintain, update, and share the model throughout the procurement community, including Industry

- Promote process reengineering and system upgrades to implement paperless procurement across all functional communities

- Serve as an advocate within the enterprise for implementing paperless procurement across all functional communities.

- Establish an educational/outreach training program

2.3.3   Application/System Program Managers

Application/system program managers include those responsible for all software, systems, and databases under development or planned for future development in the procurement environment.   Whether specifically identified in the To-Be Procurement Process Model or implied by the functionality specified in the model, these application managers are responsible for ensuring the development of procurement systems/databases that are consistent with the To-Be End-to-End Procurement Process Model and System Maps.   Some of the major application/system programs included in the model are the Standard Procurement System (SPS), DFAS Corporate Database/DFAS Corporate Warehouse (DCD/DCW), Defense Procurement Payment System (DPPS), Wide Area Workflow (WAWF), and Central Contract Registry (CCR).

The application/system program managers will provide program information to the Implementation IPT for tracking, monitoring and reporting progress.   As part of their responsibility to develop applications and systems, program managers will implement the interface and data exchange requirements identified in the To-Be End-to-End Procurement Process Model and System Maps. They will provide evidence to the Implementation IPT that all interfaces included in the application/system are tested and fully functional. On a monthly basis, the program managers will show progress against their baseline schedule and provide updates for incorporation into the integrated end-to-end procurement process schedule.

Where the application/system program managers identify issues and/or risks that may affect implementation of the To-Be procurement process, the issue/risk will be sent to the Implementation IPT for joint resolution. Application managers are responsible for adopting decisions made by the ECB for paperless procurement to ensure that the DoD realizes the maximum benefit to the procurement process.

2.3.4   Military Services and Defense Agencies

The Military Services and Defense Agencies will coordinate and disseminate information from the End-to-End implementation process to their respective functional communities and manage their Information Technology (IT) programs to implement paperless procurement in accordance with the End-to-End Procurement Process Model. They will provide active representation to the ECB and the Implementation IPT to ensure the successful implementation of the model. The Services and Agencies will provide support to the Implementation IPT to secure the necessary resources to accomplish their mission. Lessons learned and best practices will be shared to assist other organizations in determining how functional components can most efficiently implement paperless procurement.

2.4   PROCESS INTEGRITY

Recognizing that many Agencies have already proceeded through various stages of planning and implementation for paperless procurement, the portfolio manager will integrate multiple implementation strategies with multiple converging paths. To ensure convergence and interoperability, all paths must be based on the To-Be End-to-End Procurement Process Model and System Maps as updated and maintained by the Implementation IPT. Functional or technical components of the End-to-End procurement process may be different for each site and/or installed application. The Implementation IPT will coordinate with each organization to ensure that progress and schedule milestones support an interoperable paperless procurement environment.

The model envisions that implementing the End-to-End procurement process will be a gradual conversion and/or replacement of existing systems. Implementation of the End-to-End procurement process will *not* be a single, comprehensive activity at each site. Depending on role-out schedules, the multiple applications, systems, and databases included in the End-to-End procurement process will be implemented at their respective sites at varied times. The portfolio manager will coordinate with the four stakeholder groups to ensure that each site is ready for the new application, system, or database to ensure that simultaneous system conversion or replacement does not overwhelm individual sites. Expansion activities at each site will focus on convergence and interoperability to achieve the electronic procurement environment.

An essential duty for the portfolio manager to achieve overall process integrity is strong configuration control of critical interfaces. Once major applications/systems are integrated into the End-to-End procurement process, communications channels between each application/system must be accurately and methodically tested and managed. The portfolio manager is therefore responsible for achieving initial interconnectivity and interoperability. In addition, the portfolio manager will ensure that communications channels are established for configuration management throughout the life-cycle of the program.

The portfolio manager will support the adaptation of appropriate new and evolving technologies for electronic commerce and electronic business. This work will be coordinated with the DoD-wide implementation of the To-Be End-to-End Procurement Process Model and System Maps. The Implementation IPT will coordinate with individual application/system program offices to ensure that future upgrades are accomplished without degrading the overall process model.

The Implementation IPT will coordinate with all stakeholders/process partners to ensure process integrity and modularity. Modularity needs to be built-in to the To-Be model to facilitate the seamless integration of future upgrades and improvements of individual systems without degrading the overall process. Process improvement and technology insertion should be embedded elements of the End-to-End procurement process model.

The essential keys to the successful implementation of the To-Be Model are communication, coordination and cooperation from the four stakeholder communities (ECB, Implementation IPT, Application Program Managers, and Services/Agencies). They must work together to implement the model and achieve the objective of a seamless, paperless procurement environment.

SECTION 3

STRATEGIC INTEGRATED SCHEDULE
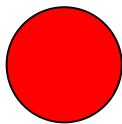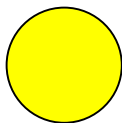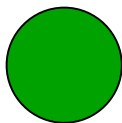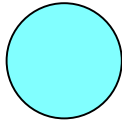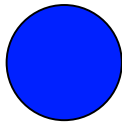
3.1   INTRODUCTION

One of the key objectives of the End-to-End Procurement Process WIPT was to develop an integrated implementation schedule for the To-Be Procurement Process Model. The WIPT met with representatives from the program offices for the key systems, databases, and applications included in the model to obtain the latest schedule information for those programs. Since several interfaces and/or transfer mechanisms within the system maps are not currently being developed, the WIPT made assumptions regarding the future availability of these interfaces and incorporated these assumptions into the integrated schedule.   The WIPT consolidated the schedule information from the various programs and applications into a strategic integrated implementation schedule for the model. To build this strategic integrated schedule, the working group held three meetings and established target implementation dates for each interface and associated transfer mechanism.

Details of the strategic integrated schedule have been captured in this section through the use of a color-coding scheme to portray temporal status on snapshots of the To-Be systems maps. A pictorial representation of the temporal interface changes portrays the integrated schedule progress at each snapshot in time. These snapshots were developed based on significant milestones in the developmental cycle for the key programs and applications contained in the model and have been incorporated into this Strategic Implementation Plan as Attachments C through G. Assumptions and decisions are included to clarify and explain the thought process that went into building the strategic implementation schedule.

3.2   SCHEDULE DETAILS

To create the Strategic Implementation Schedule, a color-coding scheme was used to summarize the status of the interfaces and transfer mechanisms between systems, databases, and applications contained in the model. Overall schedule granularity was selected to be month and year to balance the available near-term schedule details with the information used in choosing dates for activities in out years. The color-coding scheme reflects the least common denominator for interface status. That is, a specific interface status was based on both the ability of one system to "send" ("receive") information and the ability of the other system to receive (send) that information. Each individual interface between systems was evaluated to assess when they would be deployed at both ends – given the independent schedules of the two or more systems/databases that had to communicate information via the proposed transfer mechanism(s). A color code was then assigned to reflect the status of each interface in relationship to the targeted functionality included in the model. The following table identifies and defines the five color codes used:

Color	Definition applied for developing the strategic integrated schedule
Red	Interfaces in this category are not fielded or do not meet the functional needs of the model. They may be associated with systems/databases that are in development, planned, or the requirement for the specific interface has not yet been incorporated into existing requirement baseline(s) for deployed applications. This category reflects interfaces where no current solution is available for the specified interface and/or transfer mechanism. New systems may be needed and existing systems must be replaced or upgraded to facilitate the exchange of procurement related data.
Yellow	This category was created to capture legacy systems, pilots, and/or isolated system capabilities where some level of communication currently supports the model. Interfaces in this category are defined to be partially deployed with partial functionality. Many applications in this area are candidates for replacement to fully achieve the required interfaces in the model or need to be upgraded or evolved to meet the functional needs of the model.
Green	This category reflects complete deployment with partial functionality for current systems/databases that are operational on a community-wide scale and have the functional interfaces targeted in the To-Be procurement process. Applications and systems in this category need to be upgraded to satisfy the functional needs of the model. These applications and systems probably do not need to be replaced, unless an upgrade is technologically or economically unfeasible.
Light Blue	Interfaces in this category are associated with systems/databases that are being rolled out as an enterprise-wide procurement solution. This status indicates a partial deployment that includes full functionality to satisfy the model. Once all sites have installed the system/database this To-Be procurement process interface will be fully achieved for the DoD, Service, or Agency.
Dark Blue	The final category represents completely deployed and fully functional interfaces that satisfy the model. No additional system/database upgrades or interfaces are required to satisfy the functional needs of the model.

Each interface in the To-Be Procurement Process Model was evaluated to determine its currently level of functionality and assigned a color-code. Based on the schedule information gathered by the WIPT, schedule dates were identified for the evolution of each interface toward the target fully deployed, fully functional model end-state. From these schedule dates, the integrated strategic implementation schedule was developed. To portray the details of this integrated schedule, color-coded system maps were developed as "snapshots" of the implementation status of the model and are provided in Attachments C through G of this plan. These snapshots capture the status of each interface in the To-Be system maps and its associated transfer mechanism(s) at a given point in time. The dates for each snapshot were selected to show significant changes to interface functionality and the implementation status of the model. These significant changes are directly related to new system deployments or upgrades that infuse functional improvements in the model.   This level of detail will be necessary for the End-to-End Procurement Process

Implementation IPT to manage overall integration and connectivity efforts of the To-Be model development.

The color-coding scheme identifies the Interface Functional Capability (IFC) status of each interface in the model. Exhibit 3-1 presents a pictorial representation of IFC temporal changes related to the temporal snapshots captured in Attachments C through G. This diagram is designed to represent the interface status for the End-to-End Procurement Process Model implementation as a percentage of total interfaces deployed.

Interface Functional Capability Status Diagram
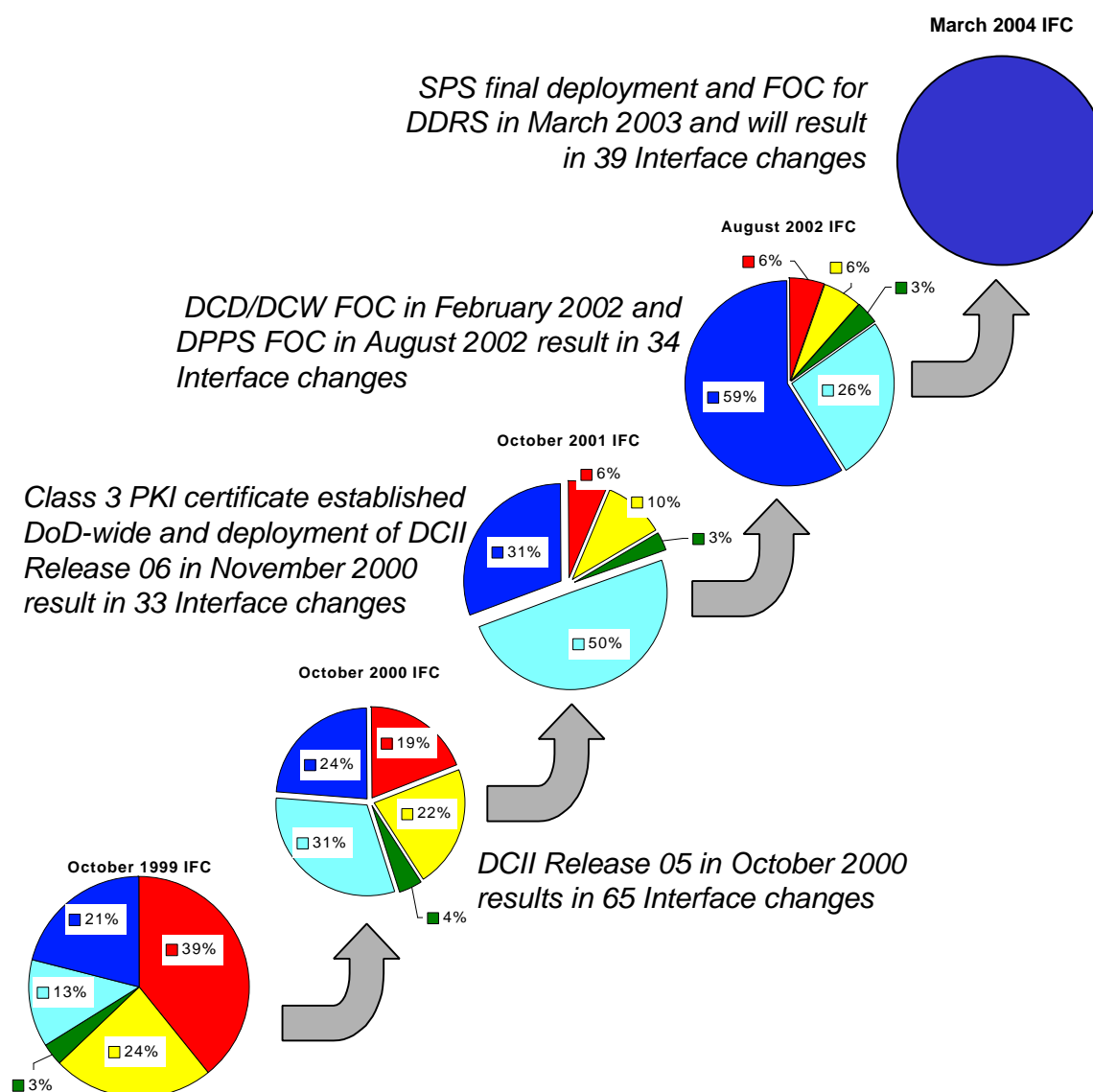
Exhibit 3-1

The following table summarizes some of the significant schedule milestones that impact interface functionality changes. These dates are not all-inclusive and do not address the functional changes for every interface in the model. They represent the major milestones and critical paths that impact the status of the largest number of interfaces.

Time Frame	Model Implementation Milestones
December 1999	Defense Corporate Information Infrastructure (DCII) Release 01 is deployed which comprises the initial production release of the DCD
June 2000	DCII Release 03 is deployed which constitutes the Initial Operational Capability (IOC) for the Defense Procurement Payment System (DPPS)
August 2000	Defense Department Reporting System (DDRS) achieves IOC within the DCD/DCW environment
October 2000	Standard Procurement System (SPS) version 4.2 is delivered and ready for deployment. DCII Release 05 augments DCD/DCW functionality to support DPPS implementation into a contract pay environment enabling MOCAS deactivation to begin
November 2000	IOC for Defense Standard Disbursing System (DSDS) and the establishment of DCD/DCW functionality to support DSDS implementation as part of DCII Release 06
September 2001	Deployment for SPS version 4.2 complete. SPS version 5.0, including re-architecting of the system, is delivered and ready for deployment
October 2001	DoD implementation of Class 3 Public Key Infrastructure (PKI) certificate is established department wide.
February 2002	Full Operational Capability (FOC) for DSDS
August 2002	Both FOC for DCD/DCW and FOC for DPPS are achieved in August 2002
September 2002	SPS version 5.1 is delivered and ready for deployment
October 2002	Target date for industry to "fully meet" PKI requirement
March 2003	FOC for DDRS. Deployment for SPS version 5.0 complete.
March 2004	In conjunction with SPS release 5.1 final deployment, this date was established as the "end date" for the integrated schedule for the End-to-End Procurement Process Model to demonstrate full operational capability for all interfaces.

3.3 DECISIONS AND ASSUMPTIONS

Several overarching decisions and assumptions associated with color assignments to each interface where made during the course of developing the strategic integrated schedule. The major decisions and assumptions used to develop the integrated schedule are summarized below:

- Interfaces affected by Initial Operational Capability (IOC) dates for applications, systems, or databases under development were assigned Light Blue coding for partially deployed and fully functional.

- Interfaces affected by Full Operational Capability (FOC) dates for applications, systems, or databases under development were assigned Blue coding for fully deployed and fully functional.
- For legacy requiring and financial management systems that are currently a single system, it is assumed that they will independently satisfy the interfaces in the To-Be model.
- For legacy systems currently using electronic processes -- "early credit" was given (i.e., Blue coding); however, the systems may need to be replaced to migrate to the To-Be model such as those systems being replaced by the Standard Procurement System or Defense Procurement Payment System.
- A standard (or set of standards) for all industry communication will be established and policies will be adapted to support that communication (e.g., digital signature and PKI) to achieve the To-Be model.
- All interfaces requiring secure information exchange have two dates driving their color-coding status. By October 2001 all DoD users will have a Class 3 PKI certificate, in accordance with DoD policy. By October 2002 industry will have and be using an appropriate certificate authority.
- Central Contractor Registry (CCR) will be updated to capture additional point of contact information for all procurement-related requirements to assist in supporting secure information exchange.

These schedule assumptions regarding "full deployment" do not assume full utilization will occur simultaneously. Site specific issues such as software installation/upgrades, training, management commitments, or individual resistance to change may continue to affect the actual implementation schedule for each site.

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SECTION 4

METRICS

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4.1   INTRODUCTION

This section of the Strategic Implementation Plan defines proposed metrics to assist the Executive Control Board (ECB) and Implementation IPT in managing the implementation of the To-Be Procurement Process Model. The recommended metrics where selected to measure business process improvements and continuously monitor the progress towards achieving the integrated schedule for implementing the model. This two-pronged metric approach will allow the ECB to influence the successful implementation of DoD paperless procurement goals by monitoring both the implementation status of the model and the resultant impact of model implementation on procurement-related business processes.

4.2   BACKGROUND

Two measurement goals of the End-to-End Procurement Process Implementation IPT are to (1) avoid excessive manual data collection for metrics while (2) utilizing existing information efficiently.   Therefore, the proposed metrics include performance measurement indicators already being collected by DFAS as well as paperless contracting metrics already being collected by the Paperless Contracting Overarching Integrated Process Team. For these metrics, the Implementation IPT will use data that is currently being reported or modify the reporting requirement to not place redundant requests on the Services and Agencies.

Each individual interface or transfer mechanism in the To-Be procurement process does not need to be measured with regard to performance. However, individual interfaces will be tracked with regard to progress toward implementation of the model. The two types of metrics proposed have been divided into "outcome" metrics and "output" metrics. Outcome metrics measure the performance aspect of the implementation, i.e. the reduction in unmatched disbursements. Output metrics measure the progress of model implementation. For example, output metrics include the extent of deployment of a particular system or application to its targeted user community or the volume of transactions through a particular interface versus the targeted volume. Metrics will be collected on a DoD level, as well as on a Service/Agency basis, where appropriate.

4.3   OUTCOME MEASURES

The following outcome measures are proposed to determine performance improvements realized through implementation of the End-to-End Procurement Process Model.   These metrics are consistent with current DFAS measurement and reporting activities.   Many additional performance and process improvements expected from implementation of the model are qualitative and not easily measured by metrics (e.g., ease of processing and/or increased access to information for involved individuals).

1. *The total decrease in Negative Un-Liquidated Obligations (NULOs).* This measurement provides for an assessment of the overall increased accuracy and quality of contractual and financial data exchanged via the electronic interfaces contained in the model.

2. *The total decrease in Unmatched Disbursements (UMDs).* This measurement correlates to a decrease in unmatched balances in the DoD receipt, acceptance, entitlement, and payment process. UMD transactions require special handling to reconcile system differences, identify missing information, and/or correct data entry errors. This special handling should be eliminated with shared data and the transfer of electronic documents in accordance with the model.

3. *The total decrease in interest paid on late payments.* A decrease in this metric can be attributed to a decrease in total processing time for vendor invoices. This will be accomplished through the increased efficiency and accuracy of electronic information flow and payment transactions conducted in accordance with the model.

4. *The total decrease of discounts lost due to delayed payments.* This metric is directly related to the timeliness on the part of the DoD in processing payments. Once again, the electronic business processes and information flows contained in the model should increase the efficiency and accuracy of payment processing.

4.4   OUTPUT MEASURES

The following output measures are proposed to track the progress of model implementation. These metrics were selected to correspond to key processes and systems in the procurement process. Some of this data is already being collected in other forums such as the Paperless Contracting Overarching Integrated Process Team (PC OIPT).

1. *The percentage of Financial Management systems feeding DCD/DCW information electronically.* This metric measures the migration of legacy financial management systems in developing and implementing appropriate interfaces to DCD/DCW in accordance with the model.

2. *The percentage of electronic requirements requests including Purchase Requests, Requirement Packages, and Funds Documents.* This metric measures paperless solicitation and amendment development activities via the electronic movement of information among several systems including requiring systems, service financial management systems, and the Standard Procurement System (SPS). This metric is consistent with the existing PC OIPT "contract requirements" metric.

3. *The percentage of solicitations made available to industry electronically.* This metric measures the paperless transfer of solicitations from contract writing systems (such as SPS) to the Commerce Business Daily Network (CBDN), Service specific websites/DoD business opportunities, and/or directly to industry. This metric is consistent with the existing PC OIPT "solicitation" metric.

4. *The percentage of electronic proposals received from industry.* This metric will measure the electronic transfer of bid and proposal information from industry to Government buying activities. Receipt of electronic proposals from an offeror is critical to allow the DoD to

perform paperless evaluation and award activities. A number of systems in the model will provide data for this metric.

5. *The percentage of electronic commitments by service, by system, by site.* This metric will measure the effectiveness of financial management system interfaces in routing commitment data to DCD/DCW and SPS in accordance with the model. The model includes a flow path from DCD/DCW to SPS containing authorized commitment information to expedite contract awards.

6. *The percentage of contract awards and modifications distributed electronically.* This metric measures the electronic distribution of contract awards and modifications to Government and industry via a number of systems and applications identified in the model. This metric is consistent with the existing PC OIPT "award/modifications" metric.

7. *The percentage of receipts and acceptances processed electronically.* This metric measures the electronic processing of receipts and acceptance information via various interfaces and systems contained in the model. This metric is consistent with the existing PC OIPT "receipts and acceptance" metric.

8. *The percentage of electronically approved payment requests coming into DCD/DCW and Electronic Funds Transfer (EFT) authorizations going out.* This metric measure the electronic receipt of payment requests coming into DCD (or legacy payment systems) and the volume of EFT payments. These two measurements will also be compared to evaluate the effectiveness of electronic payment requests in generating electronic payments. This metric is consistent with the existing PC OIPT "invoices/payment" metric.

9. *The number of contracts closed electronically.* This metric measures the electronic processing of contract closeout documents through various Services/Agencies and systems contained in the model. This metric is consistent with the existing PC OIPT "contract closeout" metric.

SECTION 5

RECOMMENDATIONS

To implement paperless procurement and achieve the objectives of this Strategic Implementation Plan, the following actions must be taken:

1. Establishment of an Executive Control Board (ECB) to provide executive level oversight and manage the interfaces of the portfolio of systems and databases included in the procurement process model. The ECB can be established by augmenting the existing Paperless Contracting Overarching Integrated Process Team (PC OIPT) with additional Service/Agency membership and incorporating senior financial management and logistics functional representatives.

2. Establishment of an Implementation Integrated Process Team to support the ECB in managing the daily activities associated with implementing the model. The Implementation IPT can be established by augmenting the existing Paperless Contracting Working Integrated Process Team (PC WIPT) with additional Service/Agency financial management and logistics representatives. A proposed charter for the Implementation IPT is provided at Attachment A.

3. Direct the Military Services and Defense Agencies to provide representation on the ECB and Implementation IPT and implement the To-Be Procurement Process Model in their respective functional communities.

4. Direct all application/system program managers responsible for the development and implementation of software, systems, and databases for the procurement community to develop interfaces consistent with the To-Be Procurement Process Model.

ATTACHMENT A

IMPLEMENTATION IPT CHARTER

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End-to-End Procurement Process
Implementation Integrated Process Team
Charter

</div>

1.   Introduction

Department of Defense Reform Initiative Directive (DRID) #47 — End-to-End Procurement Process directed the establishment of a DoD-wide Working Integrated Process Team (WIPT) to develop and document the future end-to-end procurement process as the first phase of moving to a paperless procurement environment. The DRID further directed that the second phase, process implementation, fall under the oversight responsibility of the Principle Staff Assistants (PSAs) responsible for those end-to-end processes. The DoD CIO was identified as responsible for the integration of process re-engineering activities and maintenance of the overall End-to-End process model during implementation. The first phase has been completed culminating in the End-to-End To-Be Procurement Process Model and a Strategic Implementation Plan to support implementation efforts. The Strategic Implementation Plan proposes a management structure for the implementation phase consistent with the direction contained in DRID #47. The proposed management structure establishes an Executive Control Board (ECB) and an Implementation Integrated Process Team (IPT) to facilitate implementation of the model. The ECB will be chaired by the Deputy DoD CIO and include representatives from the PSAs, Military Services, and Defense Agencies. The Implementation IPT will provide day-to-day management and implementation of the model. This IPT will consist of Military Service and Defense Agency representatives from the various functional communities involved in procurement (contracting, financial management, logistics, etc.). It will report directly to the ECB.

2.   Purpose

The purpose of this Implementation IPT charter is to establish the goals, responsibilities, operating relationships, and membership for the Implementation IPT.

3.   Background

In an effort to move toward the future shared data environment envisioned under paperless procurement, the Deputy Secretary of Defense issued Defense Reform Initiative Directive (DRID) #47 — End-to-End Procurement Process. DRID #47 established a DoD-wide Working Integrated Process Team (WIPT), jointly chaired by the Commander, Defense Contract Management Command (DCMC) and the Director, Defense Finance and Accounting Service (DFAS) to develop and document the future End-to-End Procurement Process. The WIPT leveraged the "As-Is" contracting business model, as well as the results from the DRID #32, Paperless Contracting Closeout and DRID #33, Paperless DD Form 250, Material Inspection and Receiving Report teams to build a To-Be End-to-End Procurement Process Model, including process dependencies and information requirements and responsibilities.

The End-to-End Procurement Process WIPT began developing the To-Be Procurement Process Model in November 1998. Representatives from each of the Military Services, the Defense Logistics Agency (DLA), the Defense Contract Audit Agency (DCAA), the Defense Information

Systems Agency (DISA), the Joint Electronic Commerce Program Office (JECPO), DFAS, and DCMC participated in the development of the model. The model was completed on March 31, 1999 and published shortly thereafter. The model is available at:

http://www.dcmc.hq.dla.mil/centers/paperless/e2e/finalrpt/finalrpt.htm

The To-Be Procurement Process Model includes an end-to-end process flow model and a series of end-to-end systems maps representing DoD procurement in the future shared data environment (FY 2000 and beyond). The model depicts how information flows between users, systems, and databases in the future shared data environment.

The To-Be End-to-End Procurement Process Model and System Maps represent a near-term (2000-2004) vision for paperless contracting within the Department of Defense (DoD). The procurement process model and systems maps define a target shared data architecture and provide a basis for coordinating and integrating DoD procurement systems development activities and reengineering efforts that will lead to the future electronic procurement environment.

4.   Goals

The End-to-End Procurement Process Implementation IPT will provide day-to-day management and implementation of the model. The Implementation IPT will strive to implement paperless procurement across the various functional communities, Services, and Agencies involved in the procurement process.   In support of this vision, the following goals and objectives are established for the Implementation IPT:

a.   Goal 1: The Implementation IPT will coordinate system development activities to implement required interfaces.

Objective 1.A	Establish and chair a portfolio configuration management board
Objective 1.B	Maintain and share the To-Be Procurement Process Model and System Maps
Objective 1.C	Maintain configuration management planning and control for all interfaces
Objective 1.D	Identify, review and resolve interface issues

b.   Goal 2: The Implementation IPT will establish program management procedures to support implementation of the To-Be Procurement Process Model and System Maps.

Objective 2.A	Establish and maintain an integrated schedule
Objective 2.B	Establish reporting metrics and corresponding collection methodology
Objective 2.C	Track, monitor, and report implementation progress

c.   Goal 3: The Implementation IPT will serve as an advocate within the enterprise for implementing paperless procurement across all functional communities.

Objective 3.A   Identify, recommend, and coordinate policy and regulatory changes to assist in implementing the To-Be Procurement Process Model and System Maps

Objective 3.B   Promote process reengineering and system upgrades to achieve the To-Be Procurement Process Model and System Maps across all functional communities and with industry

Objective 3.C   Establish educational/outreach training to ensure the successful implementation of the To-Be Procurement Process Model and System Maps.

5.   Responsibilities

The Implementation IPT will use the portfolio management approach to ensure that essential contracting, financial, and logistics information is available, useable, and interoperable with internal and external partners and legacy systems. It will orchestrate seamless information exchange among all process partners, maintain configuration control of critical interfaces, and facilitate integrated and knowledge-based solutions to ensure process integrity.

The Implementation IPT will provide written monthly reports on milestone events, risks and issues, and hold quarterly in-process reviews for the ECB. It will baseline progress and performance metrics, and track them on a periodic basis to measure progress and performance results.

The Implementation IPT will be a catalyst for integrated decision-making, facilitating discussions and problem-solving sessions between different program offices. Issues that cannot be resolved internally will be elevated to the ECB.

Specific End-to-End Procurement Process Implementation IPT responsibilities include:

- Manage day-to-day implementation of the model in accordance with guidance from the ECB

- Establish program management procedures to support implementation of the model

- Establish and maintain an integrated schedule for model implementation

- Establish reporting metrics and corresponding collection methodology

- Track, monitor, and report implementation progress

- Develop a detailed Implementation Plan for ECB approval

- Coordinate system development activities to implement required interfaces

- Establish and chair a portfolio configuration management board

- Maintain configuration management planning and control for all interfaces

- Identify, review and resolve interface issues

- Identify, recommend, and coordinate policy and regulatory changes to assist in implementing the model

- Maintain, update, and share the model throughout the procurement community, including Industry

- Promote process reengineering and system upgrades to implement paperless procurement across all functional communities

- Serve as an advocate within the enterprise for implementing paperless procurement across all functional communities

- Establish an educational/outreach training program.

6. Operating Relationships

The four primary stakeholders in implementing the To-Be Procurement Process Model will work together to facilitate implementation. These stakeholder groups include the ECB, the Implementation IPT, the program managers for systems and applications contained in the model, and the Military Services and Defense Agencies. The following operating relationships are hereby established to support model implementation:

The End-to-End Procurement Process Executive Control Board (ECB) will:

- Act as Portfolio Manager for implementation of the To-Be End-to-End Procurement Process Model

- Provide oversight and guidance to the Implementation IPT to facilitate model implementation

- Provide semi-annual progress reports to the Deputy Secretary of Defense on the progress of model implementation and paperless procurement performance achieved

- Provide oversight and guidance to Services/Agencies to assist in model implementation

- Resolve issues and address risks identified by the Implementation IPT

- Provide assistance in resource allocation for the Implementation IPT.

The End-to-End Procurement Process Implementation IPT will:

- Report directly to the paperless procurement ECB

- Receive guidance and approval from the paperless procurement ECB to ensure appropriate implementation of the To-Be End-to-End Procurement Process Model.

- Receive program information from the application/system managers for tracking, monitoring and reporting progress

- Coordinate the review and resolution of issues and risks identified by the application/system managers.

Procurement related application/system program managers will:

- Implement the interface and data exchange requirements identified in the To-Be End-to-End Procurement Process Model and System Maps

- Provide evidence as required to the Implementation IPT that end-to-end procurement process interfaces included in the application/system are tested and fully functional

- Confirm progress on a monthly basis against their baseline schedule and/or provide updates to be incorporated into the integrated end-to-end procurement process schedule

- Identify issues and risks that may affect implementation of the To-Be Procurement Process.

Military Services and Defense Agencies will:

- Coordinate and disseminate information from the End-to-End implementation process to their pertinent functional communities
- Provide active representation to the ECB and Implementation IPT.
- Coordinate with all stakeholders to ensure process integrity
- Share lessons-learned and best practices with all stakeholders to facilitate integrated and knowledge-based solutions
- Support the allocation of resources for the Implementation IPT.

7.   Membership

The End-to-End Procurement Process Implementation IPT will be composed of representatives from the Military Services and Defense Agencies, and each of the major program offices involved in the To-Be procurement process. The Implementation IPT must include personnel who are familiar with and can make commitments relative to procurement, financial management, and logistics. Major program offices will include SPS, DCD/DCW, DPPS, and WAWF. Other program offices will be consulted or invited to participate in Implementation IPT meetings as the need arises to resolve issues. Membership will be made up of representatives from the following organizations:

CO-CHAIRS:
- DCMC
- DFAS

MEMBERS:
- USD (A&T)
    - API
    - DDP
    - DUSD(L)
    - DUSD(AR)
- USD(C)
- SPS PMO
- DCD/DCW PMO
- WAWF PMO
- DPPS PMO
- DISA
- DCAA
- JECPO
- Logistics for each Military Service
- Comptroller for each Military Service
- SAEs for each Military Service
- DLA-DLSC-P
- DLA-DLSC-B

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8.   Charter Review

The Executive Control Board will review this charter annually and will provide comments, including any recommendations for changes, to the Deputy Secretary of Defense. The membership of the End-to-End Procurement Process Implementation IPT will be changed as necessary to correspond to changes in this charter.

9.   Coordination and Approvals

This charter, and any future changes to it, will be coordinated with the Executive Control Board, the Paperless Contracting Overarching Integrated Process Team (PC OIPT), and the Deputy Secretary of Defense.

The PC OIPT will approve this charter with concurrence from the Deputy Secretary of Defense.

ATTACHMENT B

CHANGES TO THE MARCH 31, 1999 REPORT

During the development of this Strategic Implementation Plan, several changes to the To-Be Procurement Process Model were made to reflect changes in application functionality, new information, or improved interpretations of how the To-Be procurement process should operate. This attachment captures those changes and provides the Implementation IPT with an update to the original model. The specific changes are listed in the table below. In addition, the changes have been incorporated into an updated set of system maps included in this section. The color-coded snapshot system maps in Attachments C-G of this plan also reflect the updates made to the model.

Map	I/O	Transfer Mechanism	From	To	Change
Requirement to Solicitation	Industry publications and inputs	Link	Industry	Emall	Add line for industry publications and inputs as an output of industry to Emall via link
Evaluation and Award	Evaluation data	Direct access	Evaluation team	SPS	Delete vertical line between evaluation data/direct access for Evaluation team/Source selection tool AND evaluation data/direct access for CO/SPS as it was misleading; replaced with new line
Evaluation and Award	Evaluation data	Direct access	CO	Source selection tool	Add line from evaluation data/direct access for CO and Source selection tool
Evaluation and Award	Award/ modification	EDI 850/860	SPS	SPS	Revise transfer mechanism of "?" from SPS/SPS to EDI 850/860
Evaluation and Award	Contractor registry	File transfer	CCR	Emall	Delete line from CCR to Emall for output of contractor registry via file transfer
Evaluation and Award	Agreement	EDI 511C	SPS	Service FM systems	Change transfer mechanism from file transfer to EDI 511C for SPS output of agreement to Service financial management systems
Evaluation and Award	Request for commitment	File transfer	Service financial management systems	DCD/ DCW	Add transfer mechanism of file transfer to EDI 511C as another possible transfer mechanism for Service financial management systems' output of request for commitment to DCD/DCW
Evaluation and Award	Available funds	File transfer	DCD/ DCW	Service FM systems	Add transfer mechanism of file transfer to EDI 511C as another possible transfer mechanism for DCD/DCW's output of available funds to Service financial management systems

Map	I/O	Transfer Mechanism	From	To	Change
Evaluation and Award	Award/ modification	Email	SPS	RO, Awardee/ payee, FM	Delete line from SPS to RO, Awardee/payee, FM for output of award/modification via email
Administration and Payment	Payment instruction	File transfer	WAWF	SPS	Delete line from WAWF to SPS for output of payment instruction via file transfer
Administration and Payment	Payment instruction	File transfer	WAWF	EDA	Add line from WAWF to EDA for output of payment instruction via file transfer
Administration and Payment	Request for FMS expenditure authority	Link	DPPS	DCD/ DCW	Add I/O and line from DPPS to DCD/DCW for output of request for FMS expenditure authority via link
Administration and Payment	Request for FMS expenditure authority	Link	DCD/DCW	DIFSr	Add I/O and line from DCD/DCW to DPPS for output of request for FMS expenditure authority via link
Administration and Payment			Awardee/ payee		Revise note in Awardee/payee oval to read "(Collection & Payment and remittance advice via...)"
Financial Reporting and Contract Closeout	Notification of closeout	EDI 567	SPS	Requiring systems, Emall, EDA, SDW, SPS, DCD/ DCW	Change transfer mechanism from file transfer to EDI 567 for SPS output of notification of closeout to Requiring systems, Emall, EDA, SDW, SPS, DCD/DCW
Financial Reporting and Contract Closeout	Notification of final payment and/or delivery	EDI 567	DCD/DCW	SPS	Change transfer mechanism from file transfer to EDI 567 for DCD/DCW's output of notification of final payment and/or delivery to SPS
Financial Reporting and Contract Closeout	Closed contract checklist	Generic workflow tool	SPS	FM, CO, CAO, RO, Counsel	Delete double-headed line between SPS and FM, CO, CAO, RO, Counsel for closed contract checklist via generic workflow tool
Financial Reporting and Contract Closeout	Closed contract checklist	File transfer	SPS	WAWF	Add double-headed line between SPS and WAWF for closed contract list via file transfer
Financial Reporting and Contract Closeout	Closed contract checklist	www	WAWF	FM, CO, CAO, RO, Counsel	Add double-headed line between WAWF and FM, CO, CAO, RO, Counsel for closed contract list via www

New/updated I/O definition		
Request for FMS expenditure authority		"Provide information about the need for cash to liquidate an FMS accounts payable"

First System Map

DoD To-Be End-to-End Procurement Systems Maps
Contract Performance Communication Requirements
As of 8/23/99

Transfer mechanisms
ξ   E-mail
ξ   Generic workflow tool
ξ   www

DoD To-Be End-to-End Procurement Systems Maps
Requirement to Solicitation
As of 8/23/99

Nodes (rounded boxes):
- End user
- Industry
- Contracting Office
- Service HQs
- Requiring Office
- Financial Manager
- Configuration Control Board
- Service/ Agency Comptroller
- Contract Administration Office
- Related Gov't agencies: - SBA - DOE - Commerce - DOL - GSA
- Review/approving officials: - Counsel - PEO - SADBU - Congress - Service HQs - OSD - Service Secretariat
- Industry

Systems (parallelograms / shapes):
- CCR
- CBDN
- E-mall
- Specifications and standards systems
- Requiring systems
- SPS
- Service specific websites
- DoD business opportunities
- SPS Data entry tool
- Service financial management systems
- Funds distribution systems
- DCD/ DCW

Flows/labels:
- Industry publications and inputs — E-mail, www
- Industry need for clarification — E-mail
- Contractor profile — www, EDI (838)
- Industry publications and inputs — Link
- Industry publications and inputs — Direct access
- Solicitation information — Direct access
- Industry publications and inputs — www
- Requirement — www
- Sources sought synopsis — File transfer
- CBD synopsis — File transfer
- Sources sought synopsis — www
- CBD synopsis — www
- Solicitation/amendment — www
- Specifications — www
- Change proposal — E-mail, Generic workflow tool
- Solicitation information — E-mail
- Management directive — E-mail
- Specifications — www, Direct access
- Requirement — File transfer
- Requirement — File transfer
- Specifications — File transfer
- Specifications — File transfer
- Contractor registry — File transfer
- Solicitation/amendment — File transfer, EDI (840)
- Requirement — various
- Specification reference — www, Direct access
- Solicitation information — File transfer, EDI (511R)
- Solicitation/amendment — E-mail, EDI (840)
- Solicitation information — File transfer
- Request for outside agency approval/information & Response from outside agencies — Generic workflow tool, Outside agency-specific tool
- Spend plan — E-mail
- Budget authority — Direct access
- Solicitation information — Direct access
- Planned funds — E-mail, Generic workflow tool
- Change proposal — E-mail, Generic workflow tool
- Contract administration advice — E-mail
- Request for review/approval & Review/approval — Generic workflow tool
- Funding authorization — Direct access
- Budget authority — Direct access
- Funding authorization — File transfer
- Draft solicitation — E-mail

DoD To-Be End-to-End Procurement Systems Maps
Evaluation and Award
As of 8/23/99

DoD To-Be End-to-End Procurement Systems Maps
Administration and Payment
As of 8/23/99

DoD To-Be End-to-End Procurement Systems Maps
Financial Reporting and Contract Closeout
As of 8/23/99

Financial Manager

Oversight authorities

Financial report
E-mail, File transfer

Financial report
Direct access

DDRS

Financial report
Direct access, Generic workflow tool

Contracting Office

Notification of closeout
EDI (567)

Closed financial and accounting files
File transfer

Financial archives

Status of funds
Link

DCD/DCW

Final status of funds
File transfer

Notification of final payment and/or delivery
EDI (567)

Contract Administration Office

Notification of closeout
Direct access

Closed contract checklist
Direct access

SPS

Closed contract files
File transfer, Electronic media

Contractual archives

Review/approving officials

EDI (567)

Notification of closeout
File transfer

Requiring Office

Requiring systems

Counsel

E-mall

EDA

Closed contract checklist
www

WAWF

Closed contract checklist
File transfer

SDW

ATTACHMENT C

**OCTOBER 1999 STRATEGIC INTEGRATED SCHEDULE
BASED ON COLOR-CODED SYSTEM MAPS**

DoD To-Be End-to-End Procurement Systems Maps
Requirement to Solicitation
As of October 1999

End user

Industry publications and inputs

Industry

Contractor profile — www, EDI (838)

CCR

Sources sought synopsis — File transfer

CBD synopsis — File transfer

CBDN

Sources sought synopsis — www

E-mail, www

Industry need for clarification — E-mail

Industry publications and inputs — Link

Contracting Office

Industry publications and inputs — Direct access

Solicitation information — Direct access

Industry publications and inputs — www

Requirement — www

CBD synopsis — www

Solicitation/amendment — www

Specifications — www

Industry

Change proposal — Generic workflow tool

E-mail

Solicitation information — E-mail

Management directive — E-mail

Service HQs

Contractor registry — File transfer

E-mall

Specifications — www, Direct access

Specifications and standards systems

Requirement — File transfer

Solicitation/amendment — File transfer, EDI (840)

Service specific websites

DoD business opportunities

Specifications — File transfer

Requirement — various

Requiring Office

Specification reference

www, Direct access

Requiring systems

Specifications — File transfer

Solicitation information — File transfer, EDI (511R)

SPS

Solicitation/amendment — E-mail, EDI (840)

Related Gov't agencies:
- SBA   - DOE
- Commerce
- DOL   - GSA

Planned funds — Generic workflow tool

E-mail

Change proposal — E-mail

Spend plan — E-mail

Solicitation information — File transfer

Request for outside agency approval/information & Response from outside agencies — Generic workflow tool, Outside agency-specific tool

Contract administration advice — E-mail

Financial Manager

Budget authority — Direct access

Solicitation information — Direct access

SPS Data entry tool

Service financial management systems

Change proposal — Generic workflow tool,

Configuration Control Board

Review/approving officials:
- Counsel   - PEO
- SADBU   - Congress
- Service HQs   - OSD
- Service Secretariat

Request for review/approval & Review/approval — Generic workflow tool

Service/ Agency Comptroller

Funding authorization — Direct access

Budget authority — Direct access

Funds distribution systems

Funding authorization — File transfer

DCD/ DCW

Contract Administration Office

Draft solicitation — E-mail

DoD To-Be End-to-End Procurement Systems Maps
Evaluation and Award
As of October 1999

DoD To-Be End-to-End Procurement Systems Maps
Administration and Payment
As of October 1999

DoD To-Be End-to-End Procurement Systems Maps
Financial Reporting and Contract Closeout
As October 1999

- Financial Manager
- Oversight authorities
- Financial report — File transfer, E-mail
- DDRS
- Financial report — Direct access
- Financial report — Direct access, Generic workflow tool
- Contracting Office
- Notification of closeout — EDI (567)
- Closed financial and accounting files — File transfer
- Financial archives
- Status of funds — Link
- DCD/DCW
- Final status of funds — File transfer
- Notification of final payment and/or delivery — EDI (567)
- Contract Administration Office
- Notification of closeout — Direct access
- Closed contract checklist — Direct access
- SPS
- Closed contract files — File transfer, Electronic media
- Contractual archives
- Review/approving officials
- EDI (567)
- Requiring Office
- Notification of closeout — File transfer
- Requiring systems
- E-mall
- EDA
- Counsel
- Closed contract checklist — www
- WAWF
- Closed contract checklist — File transfer
- SDW

ATTACHMENT D

**OCTOBER 2000 STRATEGIC INTEGRATED SCHEDULE
BASED ON COLOR-CODED SYSTEM MAPS**

DoD To-Be End-to-End Procurement Systems Maps
Requirement to Solicitation
As of 10/2000

DoD To-Be End-to-End Procurement Systems Maps
Evaluation and Award
As of 10/2000

DoD To-Be End-to-End Procurement Systems Map
Administration and Payment
As of 10/2000

DoD To-Be End-to-End Procurement Systems Maps
Financial Reporting and Contract Closeout
As of 10/2000

Financial Manager

Oversight authorities

Financial report
- File transfer, / E-mail

DDRS

Financial report
- Direct access

Contracting Office

Financial report
- Direct access / Generic workflow tool

Notification of closeout
- EDI (567)

Closed financial and accounting files
- File transfer

Financial archives

Status of funds
- Link

DCD/DCW

Final status of funds
- File transfer

Notification of final payment and/or delivery
- EDI (567)

Contract Administration Office

Notification of closeout
- Direct access

Closed contract checklist
- Direct access

SPS

Closed contract files
- File transfer, Electronic media

Contractual archives

Review/approving officials

EDI (567)

Notification of closeout / File transfer

Requiring Office

Requiring systems

E-mall

EDA

Counsel

Closed contract checklist
- www

WAWF

Closed contract checklist
- File transfer

SDW

ATTACHMENT E

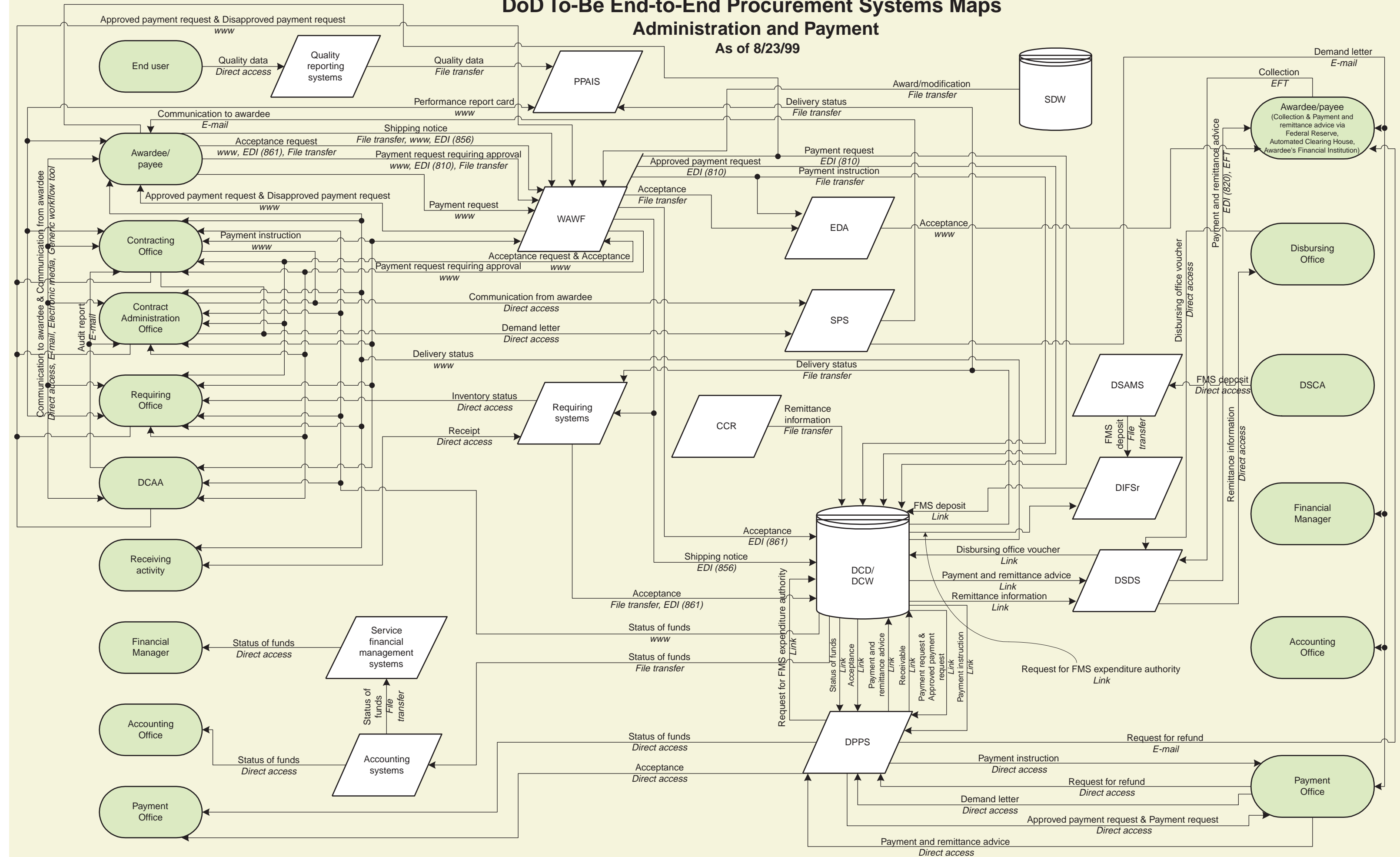**OCTOBER 2001 STRATEGIC INTEGRATED SCHEDULE
BASED ON COLOR-CODED SYSTEM MAPS**

DoD To-Be End-to-End Procurement Systems Maps
Requirement to Solicitation
As of 10/2001

DoD To-Be End-to-End Procurement Systems Maps
Evaluation and Award
As of 10/2001

DoD To-Be End-to-End Procurement Systems Maps
Administration and Payment
As of 10/2001

Approved payment request & Disapproved payment request
www

End user

Quality data
Direct access

Quality reporting systems

Quality data
File transfer

PPAIS

Award/modification
File transfer

SDW

Demand letter
E-mail

Collection
EFT

Performance report card
www

Delivery status
File transfer

Awardee/payee
(Collection & Payment and remittance advice via Federal Reserve, Automated Clearing House, Awardee's Financial Institution)

Communication to awardee
E-mail

Shipping notice
File transfer, www EDI (856)

Acceptance request
www, EDI (861), File transfer

Payment request requiring approval
www, EDI (810), File transfer

Awardee/payee

Approved payment request
EDI (810)

Payment request
EDI (810)

Payment instruction
File transfer

Payment and remittance advice
EDI (820), EFT

Approved payment request & Disapproved payment request
www

Payment request
www

Acceptance
File transfer

EDA

Acceptance
www

Disbursing Office

Contracting Office

Payment instruction
www

Acceptance request & Acceptance
www

Payment request requiring approval
www

Communication from awardee
Direct access

SPS

Contract Administration Office

Demand letter
Direct access

Delivery status
www

Delivery status
File transfer

Disbursing office voucher
Direct access

DSAMS

FMS deposit
Direct access

DSCA

Requiring Office

Inventory status
Direct access

Requiring systems

Receipt
Direct access

CCR

Remittance information
File transfer

FMS deposit
File transfer

Remittance information
Direct access

DCAA

Acceptance
EDI (861)

Shipping notice
EDI (856)

Acceptance
File transfer EDI (861)

Status of funds
www

FMS deposit
Link

DIFSr

Financial Manager

Receiving activity

DCD/ DCW

Disbursing office voucher
Link

Payment and remittance advice
Link

Remittance information
Link

DSDS

Request for FMS expenditure authority
Link

Status of funds *Link*
Acceptance *Link*
Payment and remittance advice *Link*
Receivable *Link*
Payment request & Approved payment request *Link*
Payment instruction *Link*

Request for FMS expenditure authority
Link

Financial Manager

Status of funds
Direct access

Service financial management systems

Status of funds
File transfer

Status of funds
File transfer

Accounting Office

Accounting Office

Status of funds
Direct access

Accounting systems

Status of funds
File transfer

Status of funds
Direct access

DPPS

Acceptance
Direct access

Payment instruction
Direct access

Request for refund
E-mail

Request for refund
Direct access

Demand letter
Direct access

Approved payment request & Payment request
Direct access

Payment and remittance advice
Direct access

Payment Office

Payment Office

Generic workflow tool

Communication from awardee & Communication to awardee
Direct access

Communication to awardee & Communication from awardee
Electronic media

Audit report
E-mail

DoD To-Be End-to-End Procurement Systems Maps
Financial Reporting and Contract Closeout
As of 10/2001

Financial Manager

Oversight authorities

Financial report — *File transfer,* E-mail

DDRS

Financial report — *Direct access*

Financial report — *Direct access,* Generic workflow tool

Contracting Office

Notification of closeout — *EDI (567)*

Closed financial and accounting files — *File transfer*

Financial archives

Status of funds — Link

DCD/DCW

Final status of funds — *File transfer*

Notification of final payment and/or delivery — EDI (567)

Contract Administration Office

Notification of closeout — *Direct access*

Closed contract checklist — *Direct access*

SPS

Closed contract files — File transfer, Electronic media

Contractual archives

Review/approving officials

EDI (567)

Notification of closeout — *File transfer*

Requiring Office

Requiring systems

Counsel

E-mall

EDA

Closed contract checklist — *www*

WAWF

Closed contract checklist — *File transfer*

SDW

ATTACHMENT F

**AUGUST 2002 STRATEGIC INTEGRATED SCHEDULE BASED
ON COLOR-CODED SYSTEM MAPS**

DoD To-Be End-to-End Procurement Systems Maps
Requirement to Solicitation
As of 08/2002

Industry publications and inputs
E-mail, www

End user

Industry

Contractor profile
www, EDI (838)

CCR

Industry need for clarification
E-mail

Industry publications and inputs
Link

Contracting Office

Industry publications and inputs
Direct access

Solicitation information
Direct access

Industry publications and inputs
www

Sources sought synopsis
File transfer

CBD synopsis
File transfer

CBDN

Sources sought synopsis
www

CBD synopsis
www

Solicitation/amendment
www

Specifications
www

Industry

Change proposal
E-mail

Generic workflow tool

Solicitation information
E-mail

Management directive
E-mail

Requirement
www

E-mall

Contractor registry
File transfer

Service HQs

Specifications
www, Direct access

Specifications and standards systems

Requirement
File transfer

Specifications
File transfer

Specifications
File transfer

Solicitation/amendment
File transfer, EDI (840)

Service specific websites
DoD business opportunities

Requiring Office

Requirement
various

Specifications
File transfer

Requiring systems

Specification reference

Solicitation information
File transfer, EDI (511R)

Solicitation information
File transfer

SPS

Solicitation/amendment
E-mail, EDI (840)

Related Gov't agencies:
- SBA - DOE
- Commerce
- DOL   - GSA

Request for outside agency approval/information & Response from outside agencies
Generic workflow tool, Outside agency-specific tool

www, Direct access

Planned funds
E-mail, Generic workflow tool

Spend plan
E-mail

Financial Manager

Budget authority
Direct access

Solicitation information
Direct access

SPS Data entry tool

Service financial management systems

Change proposal
E-mail

Generic workflow tool

Configuration Control Board

Funding authorization
Direct access

Funds distribution systems

Funding authorization
File transfer

DCD/ DCW

Request for review/approval & Review/approval
Generic workflow tool

Review/approving officials:
- Counsel   - PEO
- SADBU   - Congress
- Service HQs - OSD
- Service Secretariat

Service/ Agency Comptroller

Budget authority
Direct access

Contract administration advice

Contract Administration Office

Draft solicitation
E-mail

DoD To-Be End-to-End Procurement Systems Maps
Evaluation and Award
As of 08/2002

DoD To-Be End-to-End Procurement Systems Maps
Administration and Payment
As of 08/2002

DoD To-Be End-to-End Procurement Systems Maps
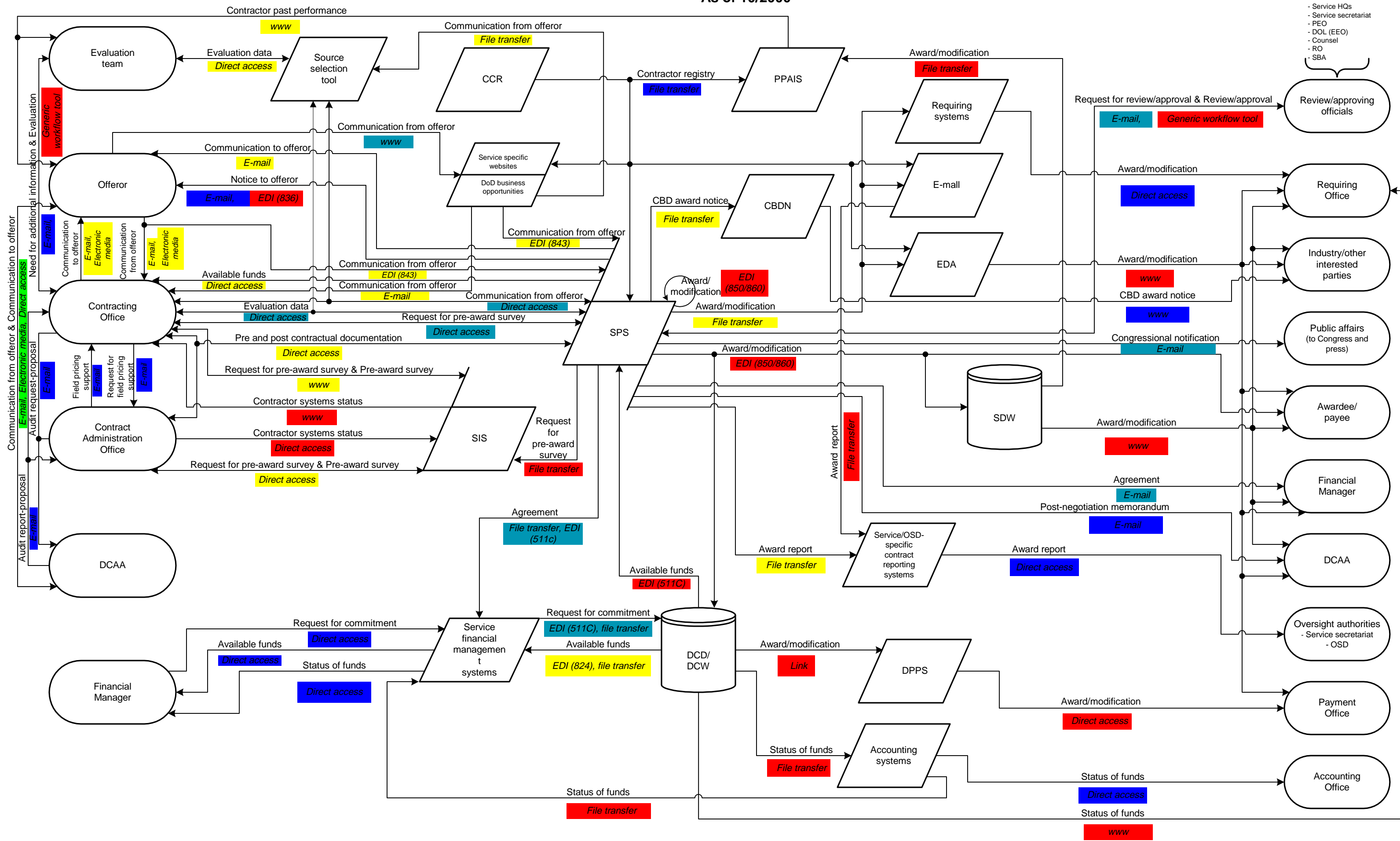## Financial Reporting and Contract Closeout
As of 08/2002

ATTACHMENT G

**MARCH 2003 STRATEGIC INTEGRATED SCHEDULE BASED
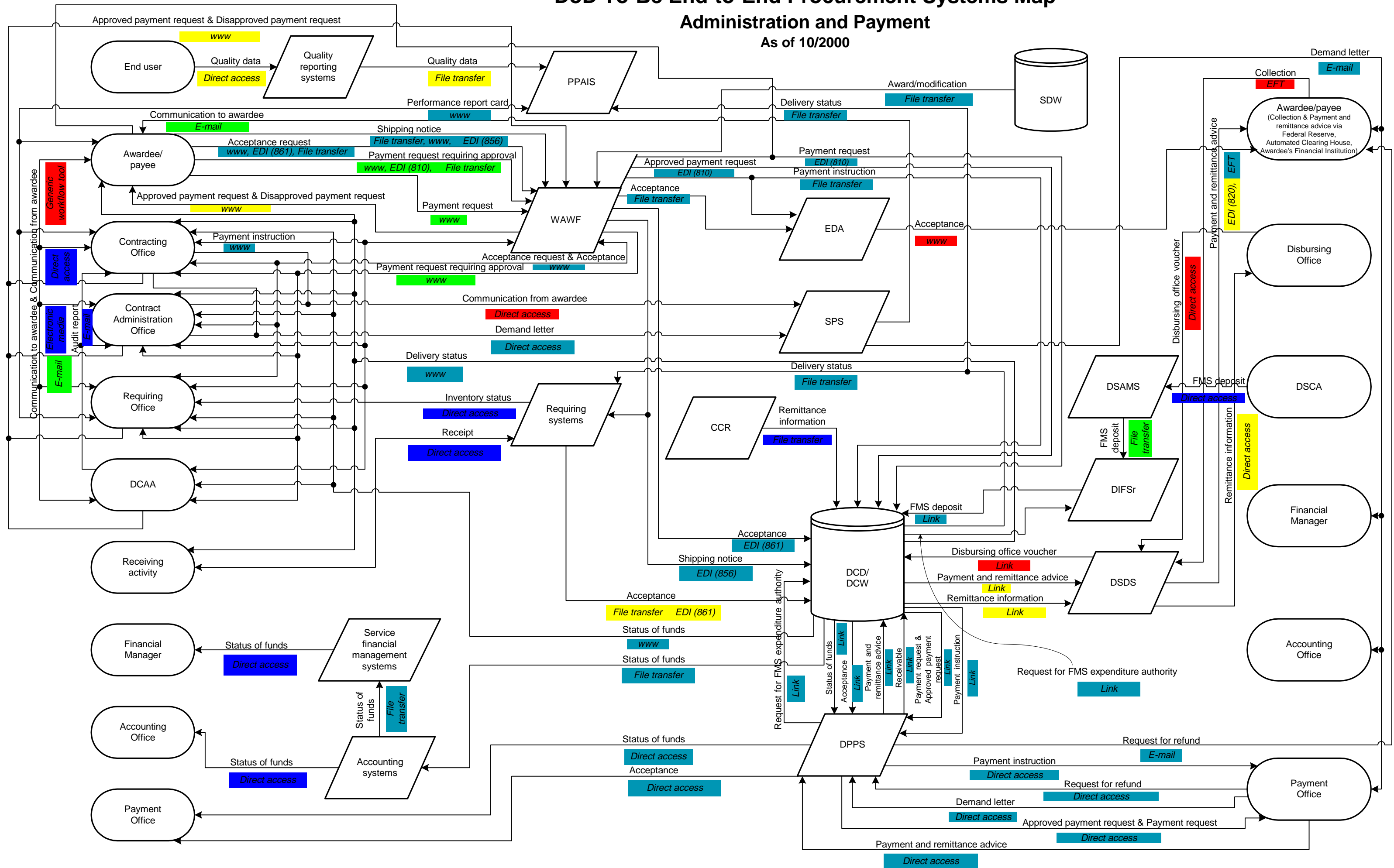ON COLOR-CODED SYSTEM MAPS**

DoD To-Be End-to-End Procurement Systems Maps
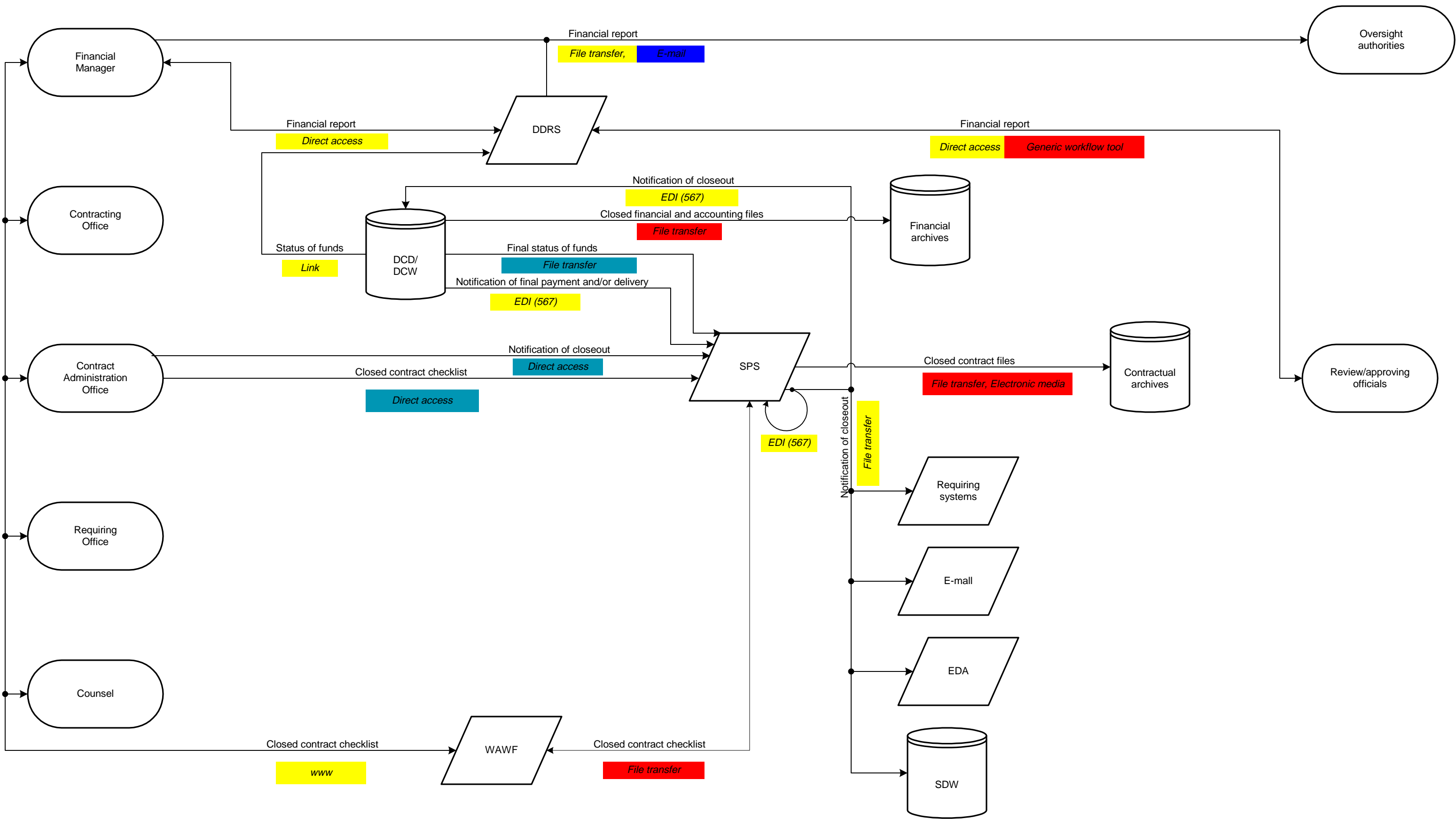## Requirement to Solicitation
As of 03/2003

DoD To-Be End-to-End Procurement Systems Maps
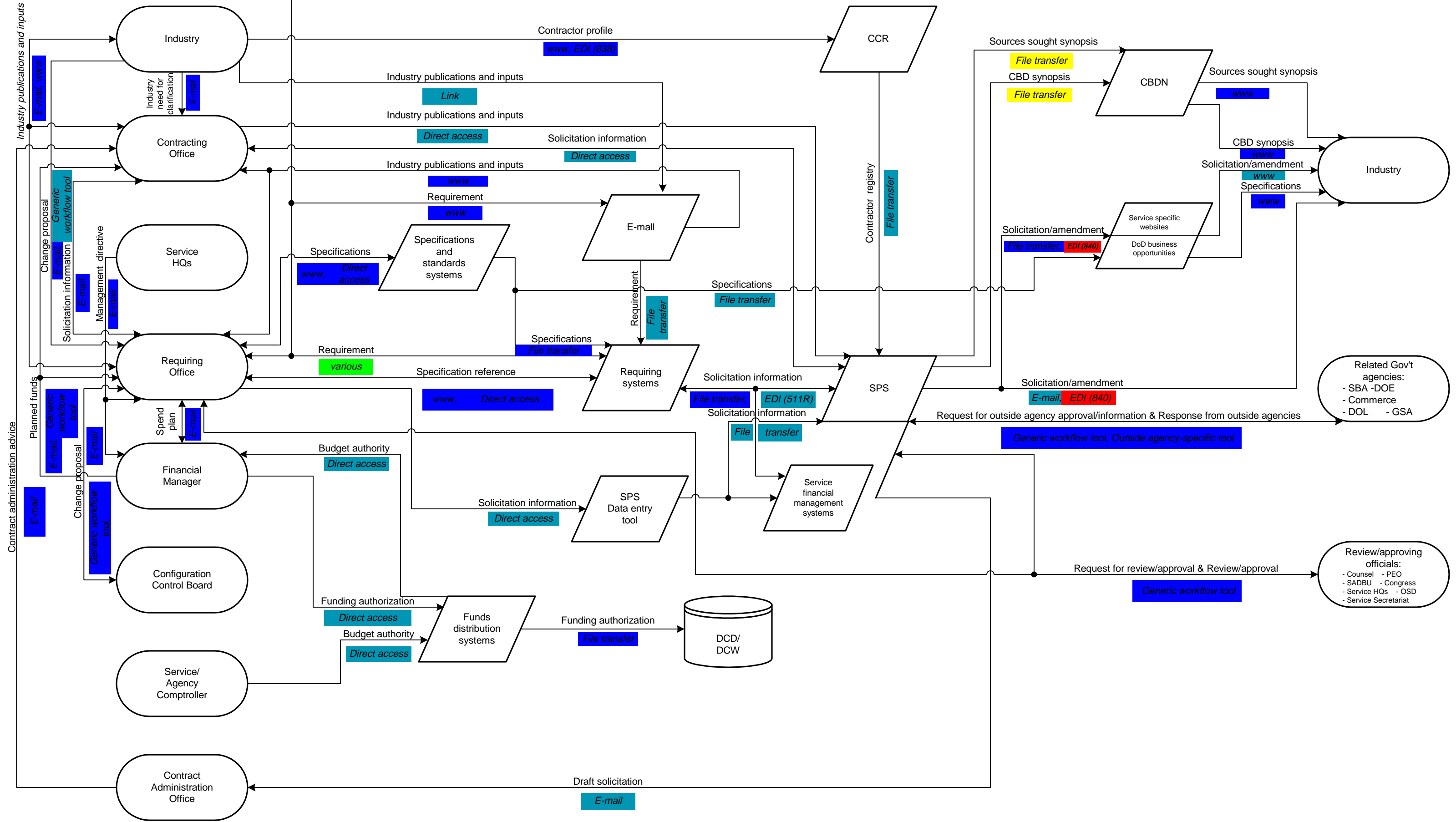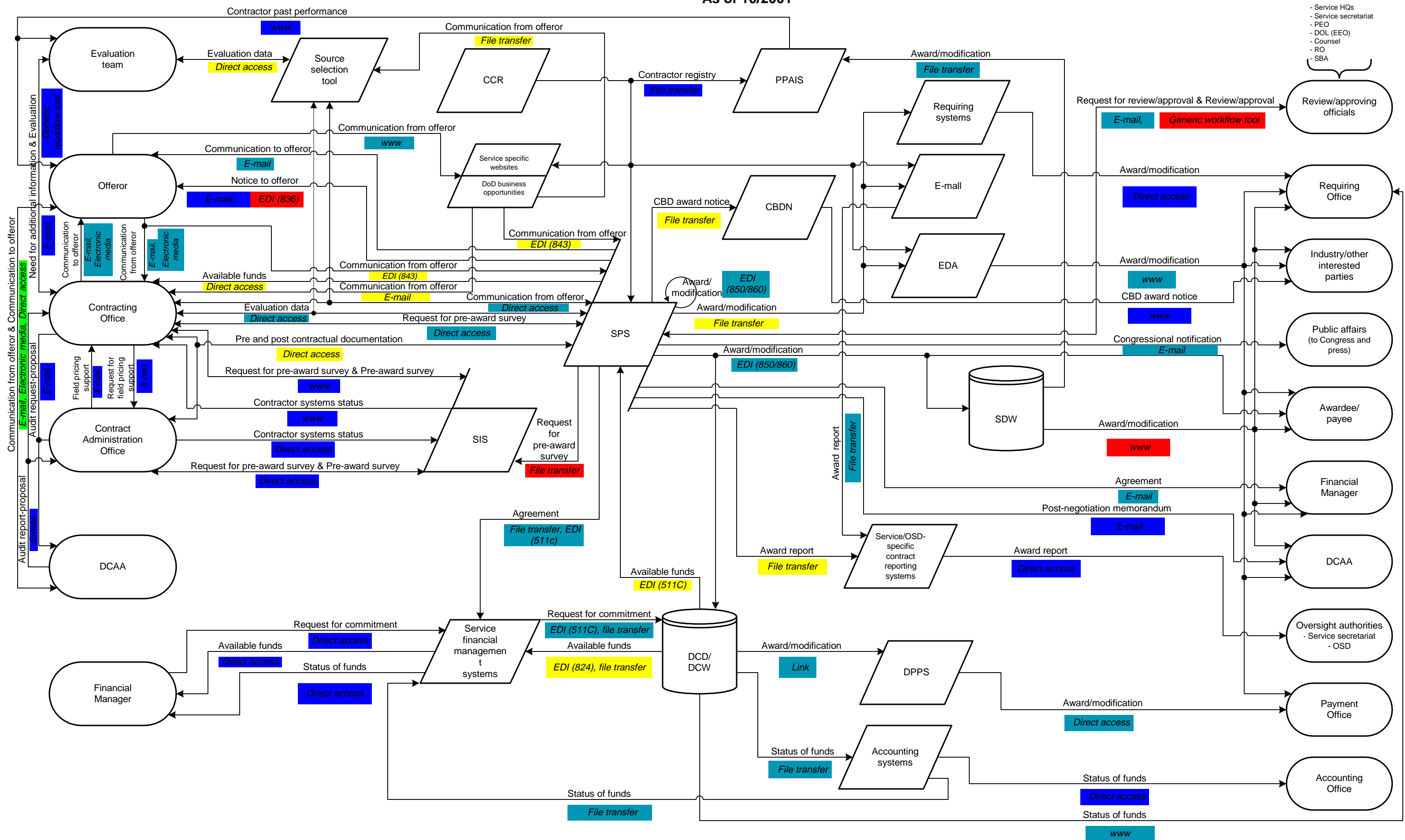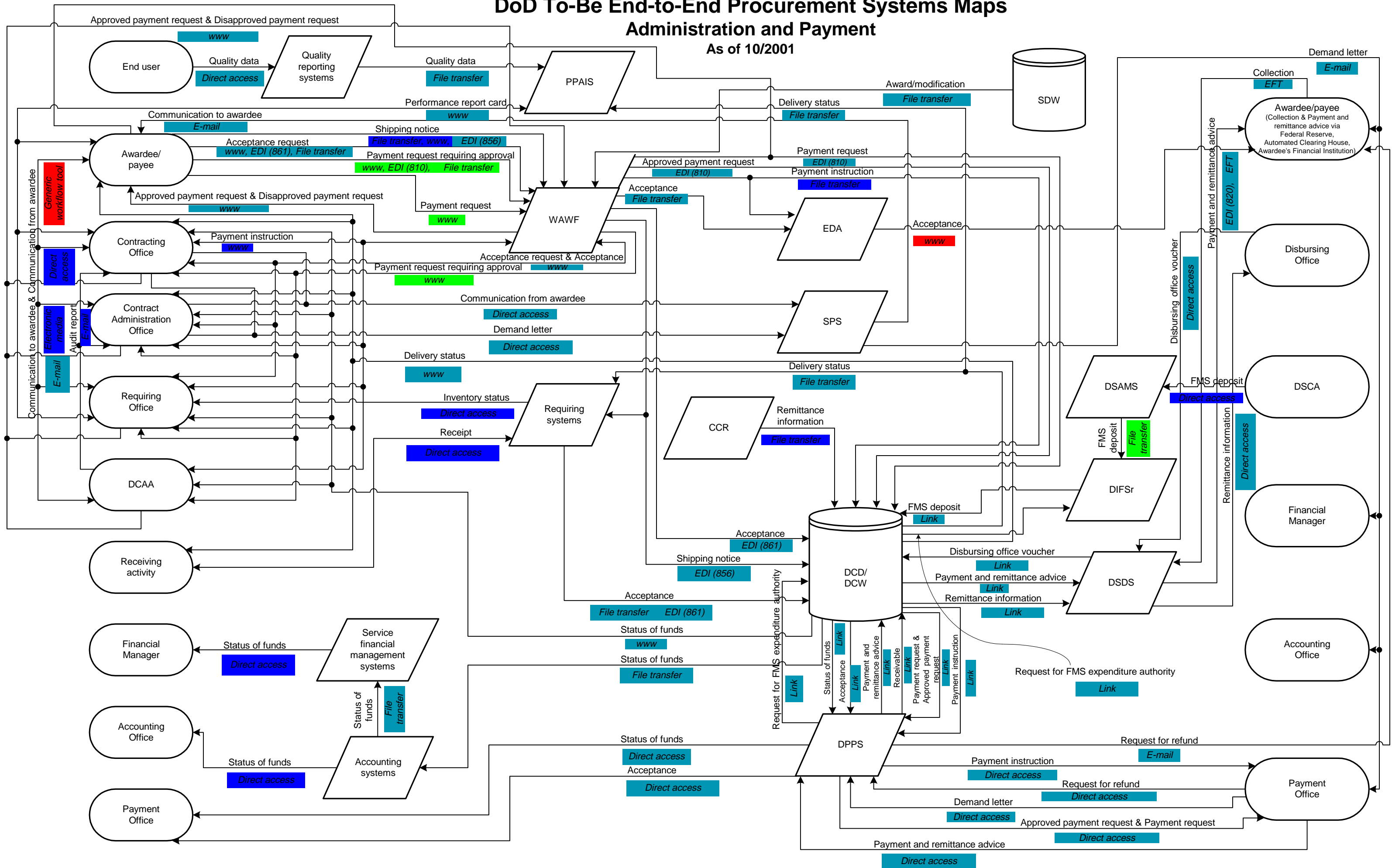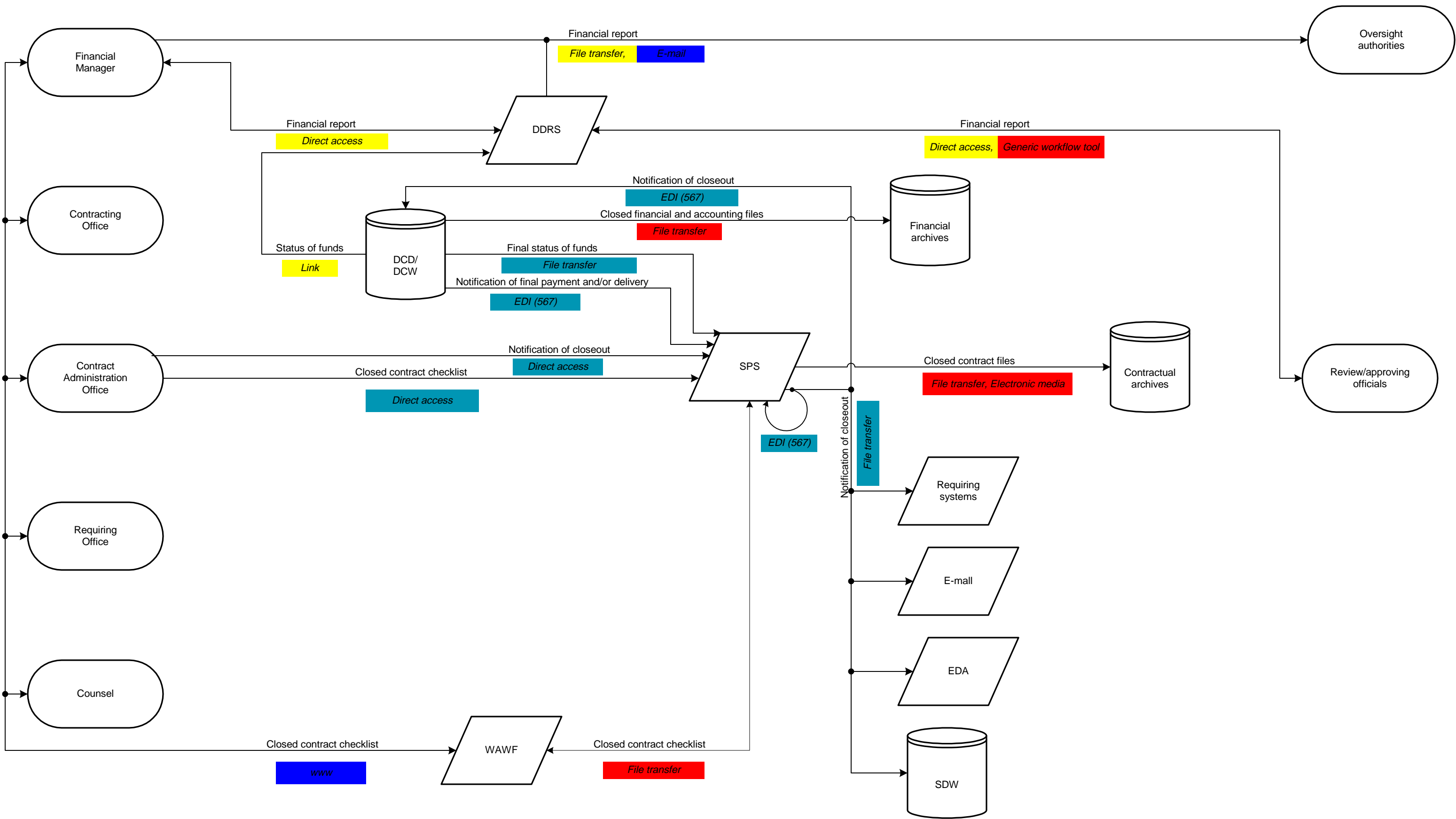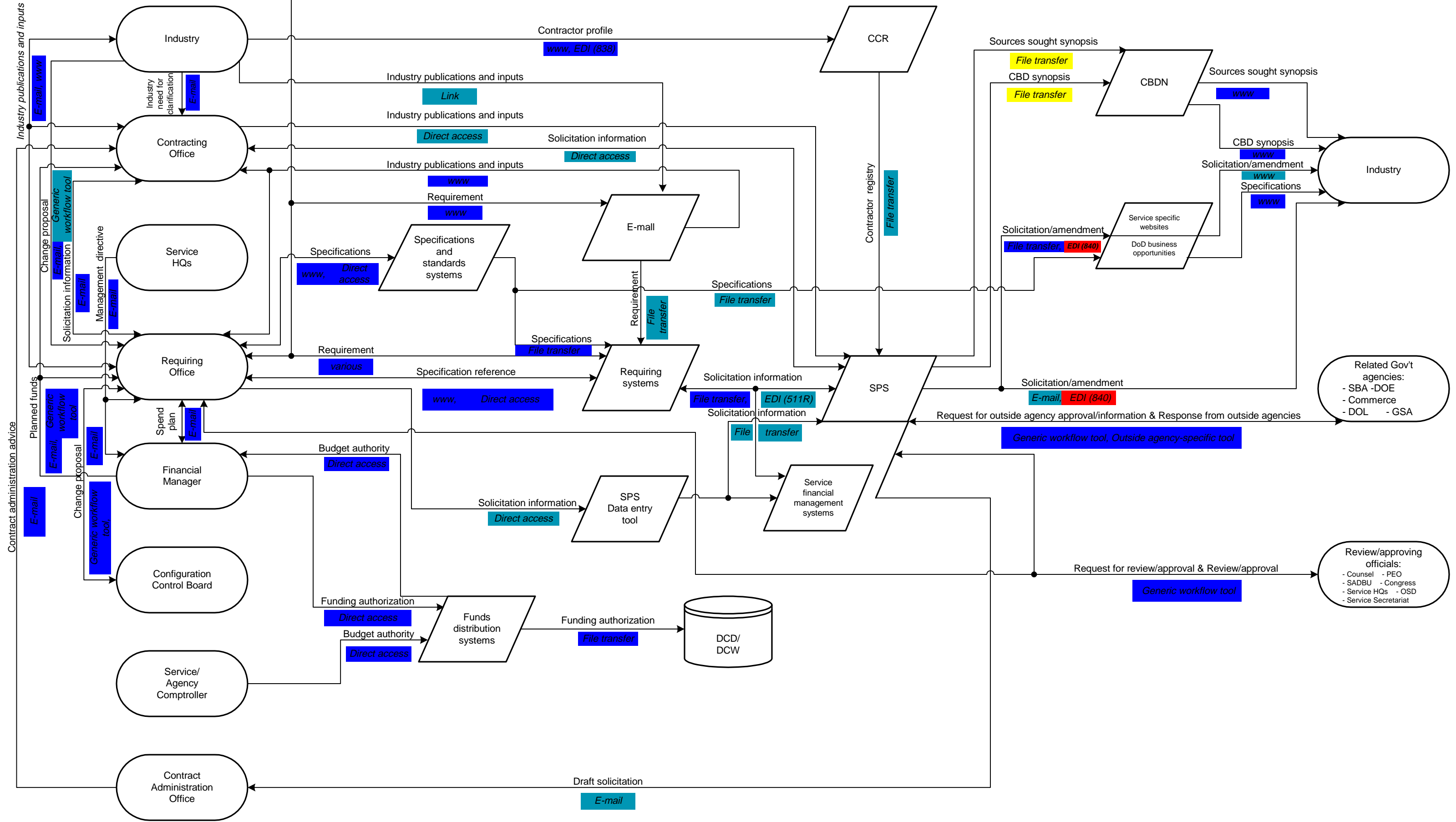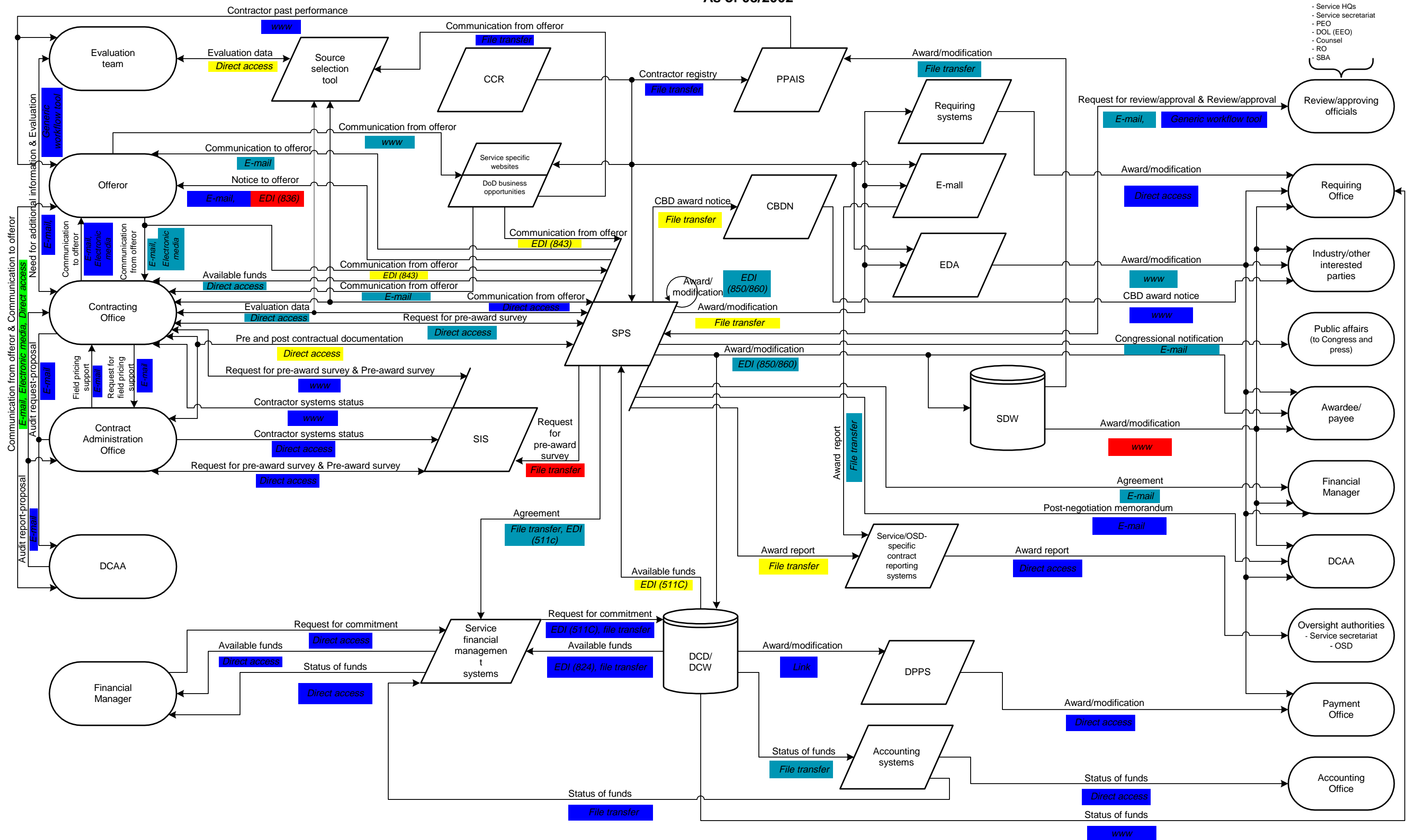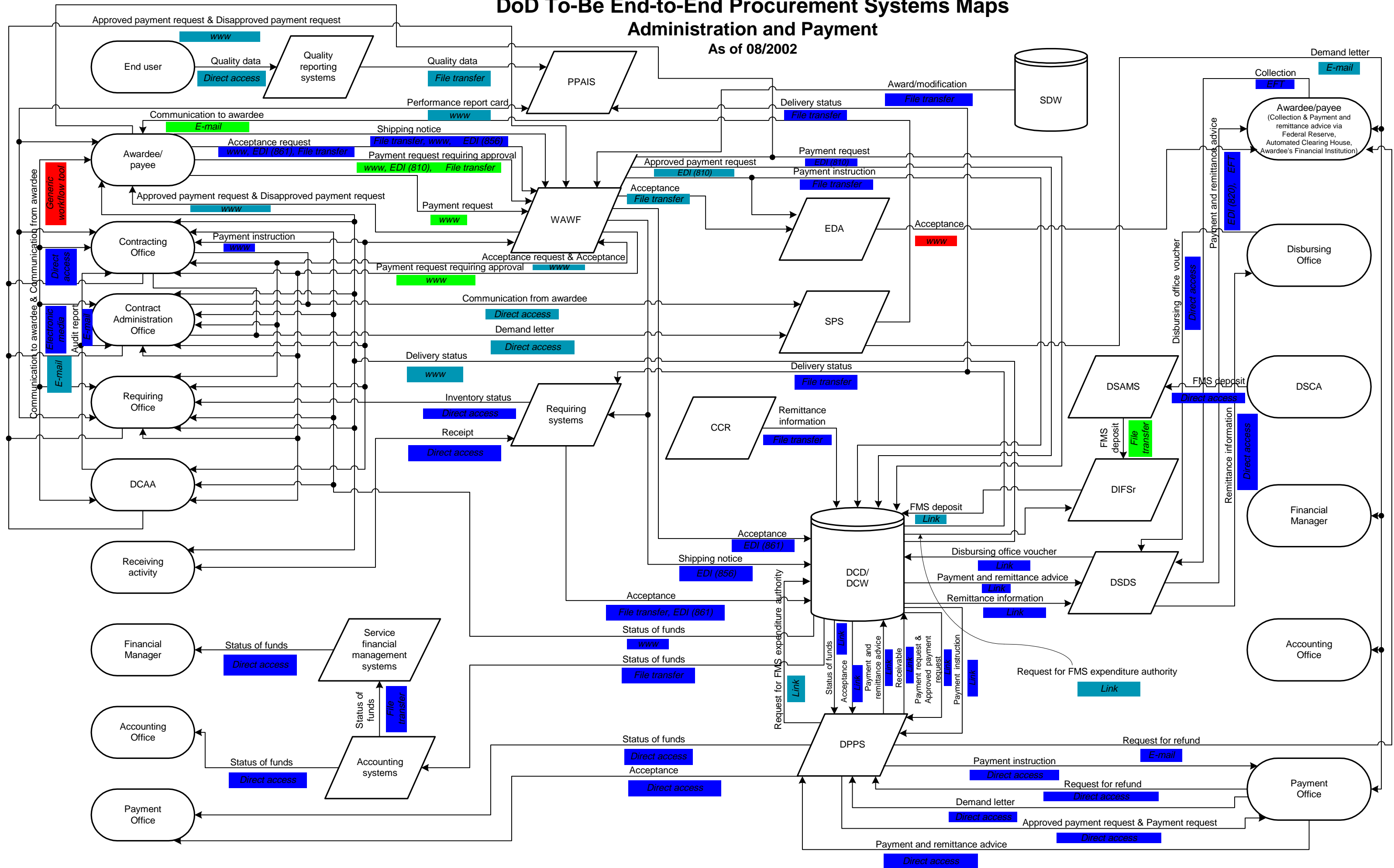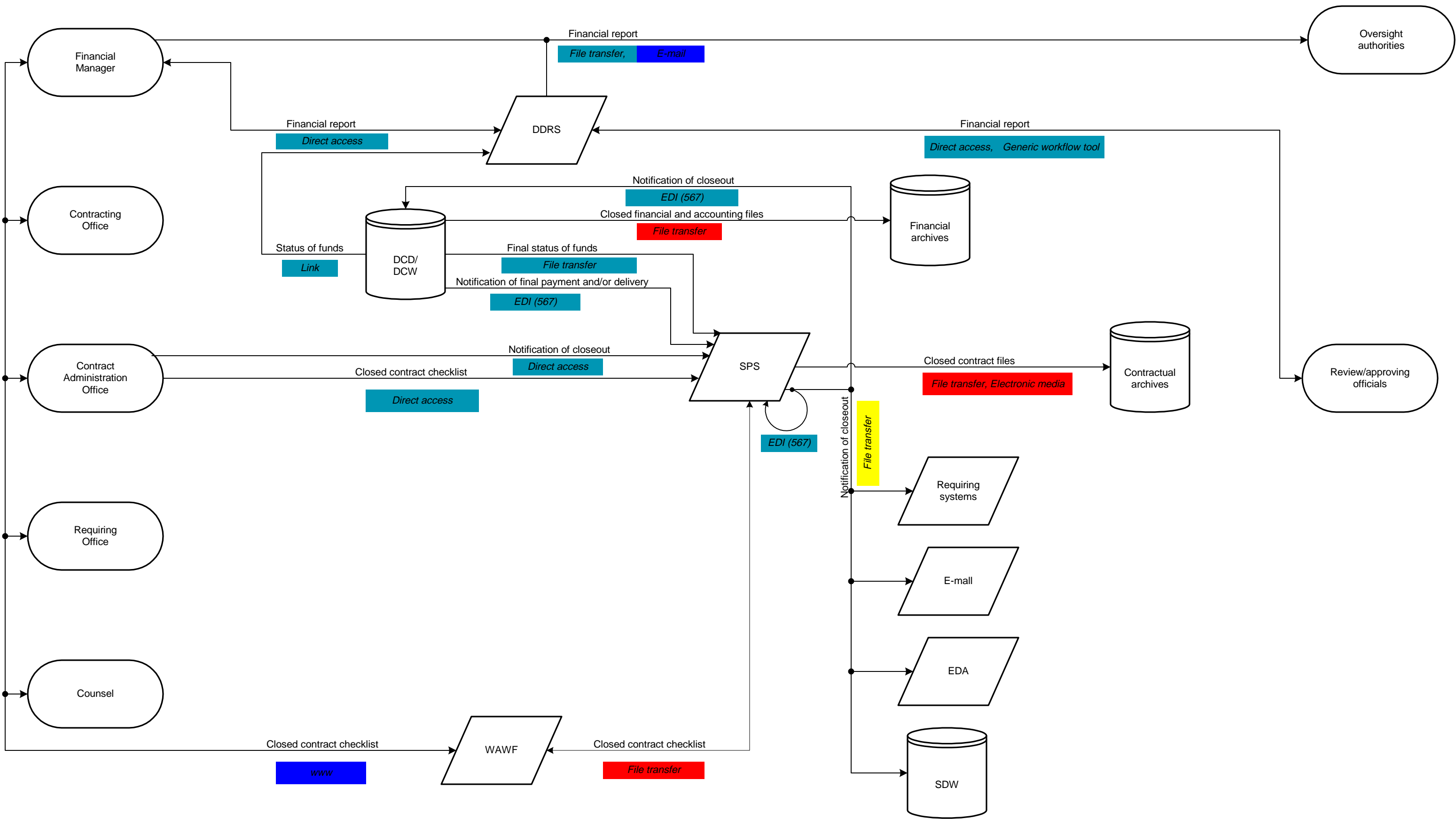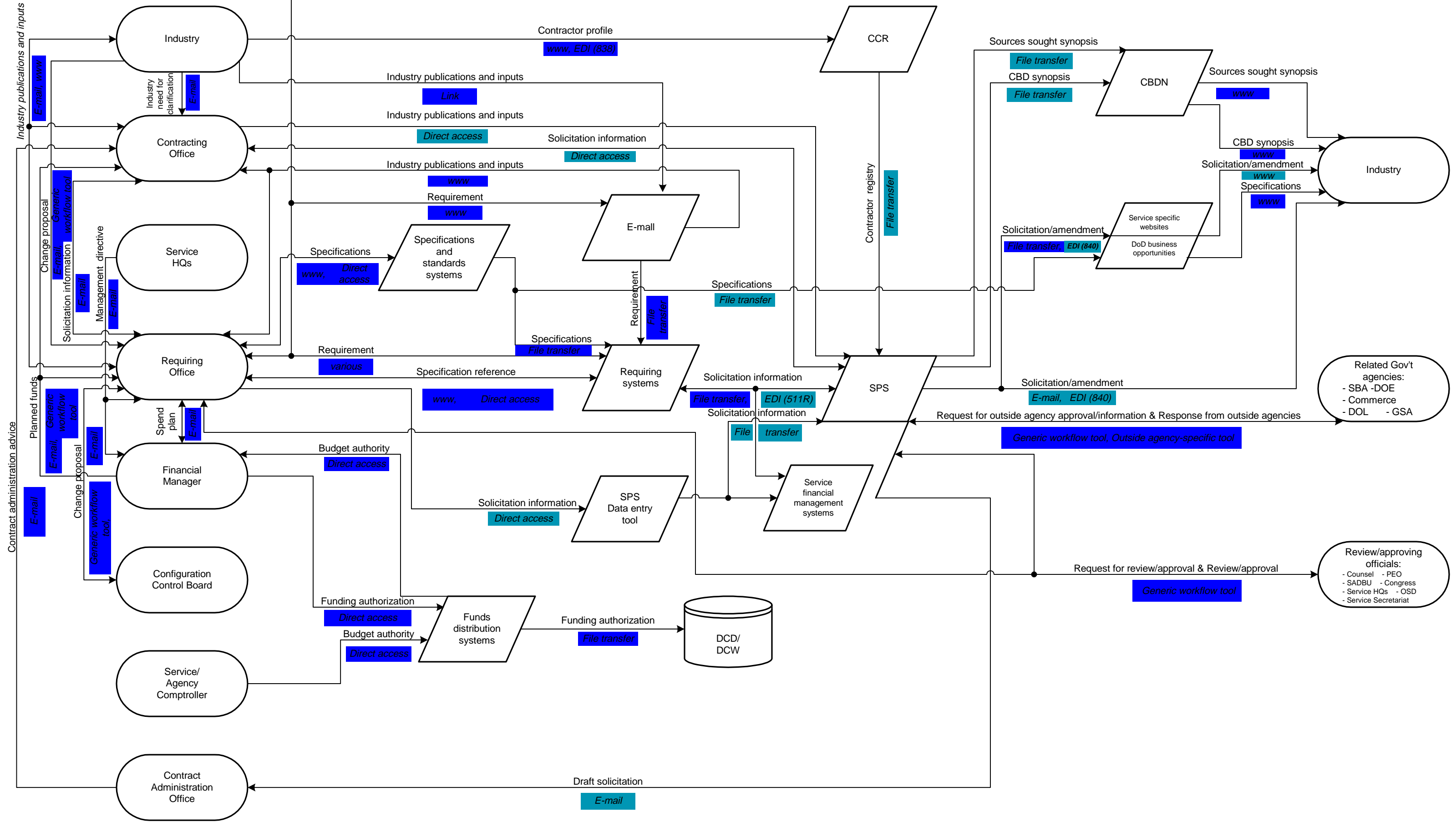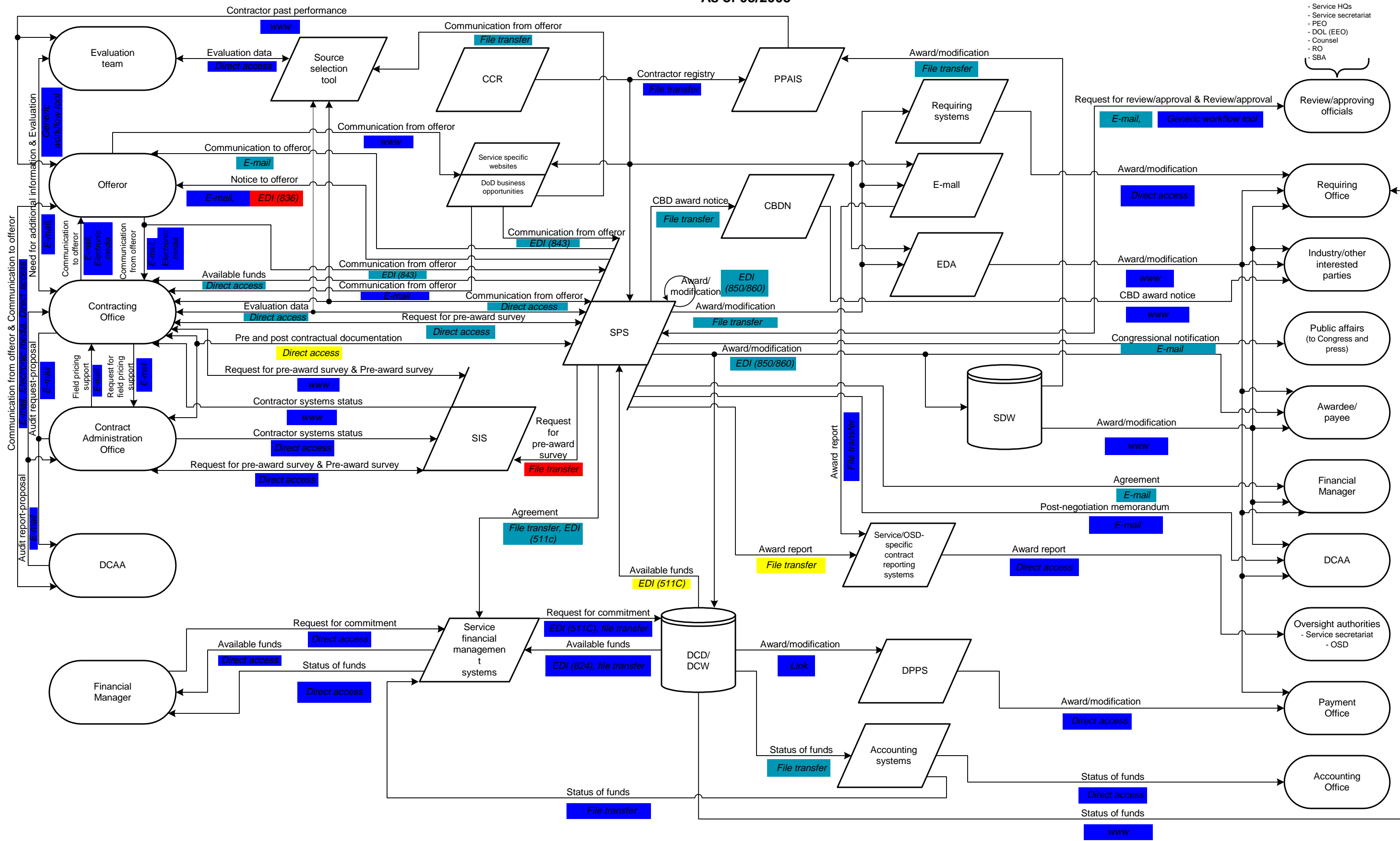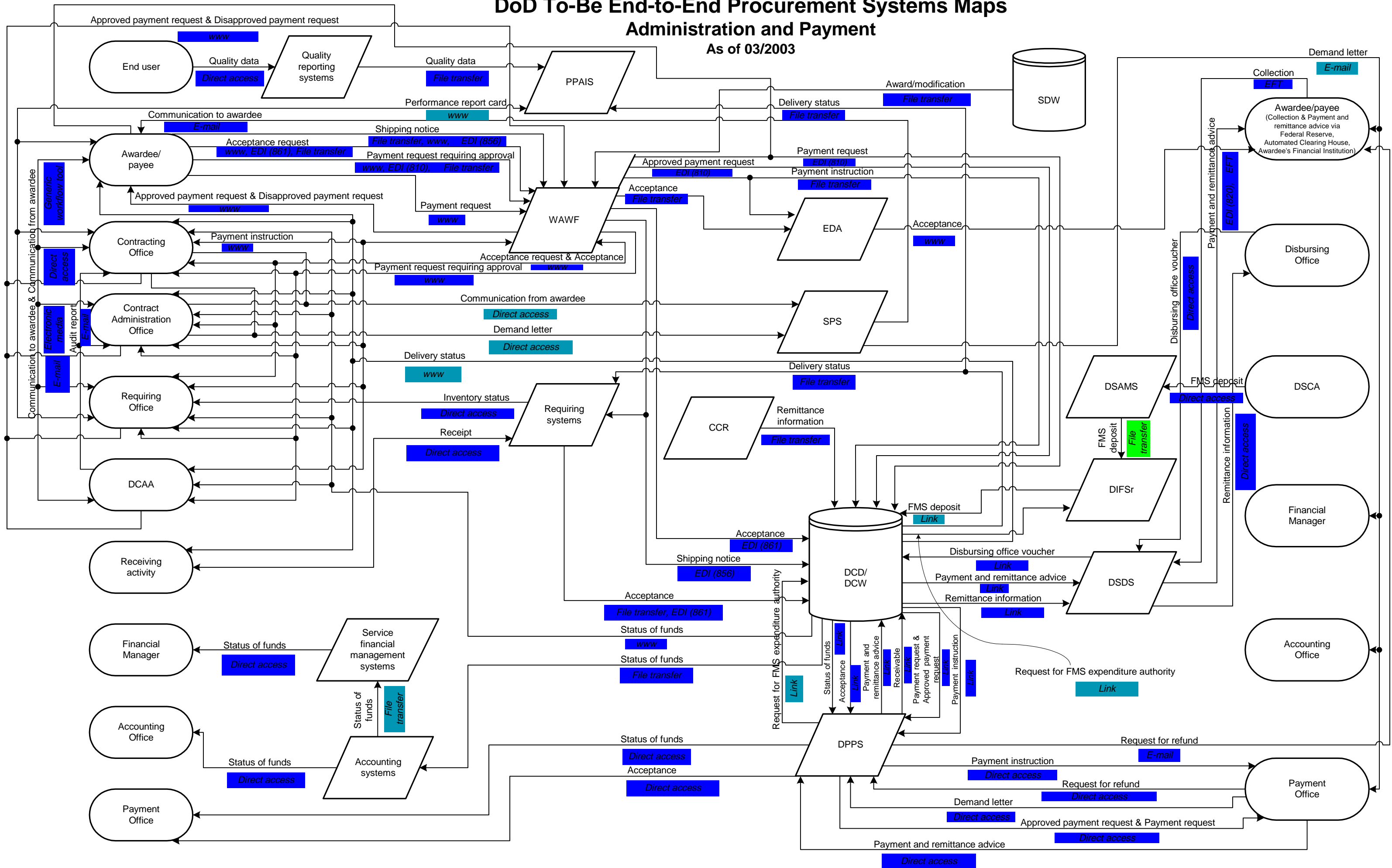## Evaluation and Award
As of 03/2003

Diagram nodes and flow labels:

- Evaluation team
- Source selection tool
- CCR
- PPAIS
- Review/approving officials
  - Service HQs
  - Service secretariat
  - PEO
  - DOL (EEO)
  - Counsel
  - RO
  - SBA
- Offeror
- Service specific websites
- DoD business opportunities
- Requiring systems
- E-mall
- EDA
- Requiring Office
- CBDN
- Industry/other interested parties
- Contracting Office
- SPS
- Public affairs (to Congress and press)
- Contract Administration Office
- SIS
- SDW
- Awardee/payee
- Financial Manager
- Service/OSD-specific contract reporting systems
- DCAA
- Service financial management systems
- DCD/DCW
- DPPS
- Oversight authorities
  - Service secretariat
  - OSD
- Financial Manager
- Payment Office
- Accounting systems
- Accounting Office

Flow labels:
- Contractor past performance — www
- Communication from offeror — File transfer
- Evaluation data — Direct access
- Award/modification — File transfer
- Contractor registry — File transfer
- Request for review/approval & Review/approval — E-mail, Generic workflow tool
- Communication from offeror — www
- Communication to offeror — E-mail
- Notice to offeror — E-mail, EDI (836)
- Communication to offeror — E-mail, Electronic media
- Communication from offeror — E-mail, Electronic media
- Communication from offeror — EDI (843)
- CBD award notice — File transfer
- Award/modification — Direct access
- Communication from offeror — EDI (843)
- Available funds — Direct access
- Communication from offeror — E-mail
- Award/modification — EDI (850/860)
- Award/modification — www
- Evaluation data — Direct access
- Communication from offeror — Direct access
- Request for pre-award survey — Direct access
- Award/modification — File transfer
- CBD award notice — www
- Pre and post contractual documentation — Direct access
- Award/modification — EDI (850/860)
- Congressional notification — E-mail
- Request for pre-award survey & Pre-award survey — www
- Contractor systems status — www
- Field pricing support / Request for field pricing support — E-mail
- Contractor systems status — Direct access
- Request for pre-award survey — (SIS)
- Award report — File transfer
- Award/modification — www
- Request for pre-award survey & Pre-award survey — File transfer
- Agreement — E-mail
- Post-negotiation memorandum — E-mail
- Agreement — File transfer, EDI (511c)
- Award report — File transfer
- Award report — Direct access
- Available funds — EDI (511C)
- Audit report-proposal — E-mail
- Request for commitment — Direct access
- Request for commitment — EDI (511C), file transfer
- Available funds — Direct access
- Available funds — EDI (824), file transfer
- Award/modification — Link
- Status of funds — Direct access
- Status of funds — File transfer
- Award/modification — Direct access
- Status of funds — Direct access
- Status of funds — www
- Communication from offeror & Communication to offeror — E-mail, Electronic media, Direct access
- Need for additional information & Evaluation — Generic workflow tool
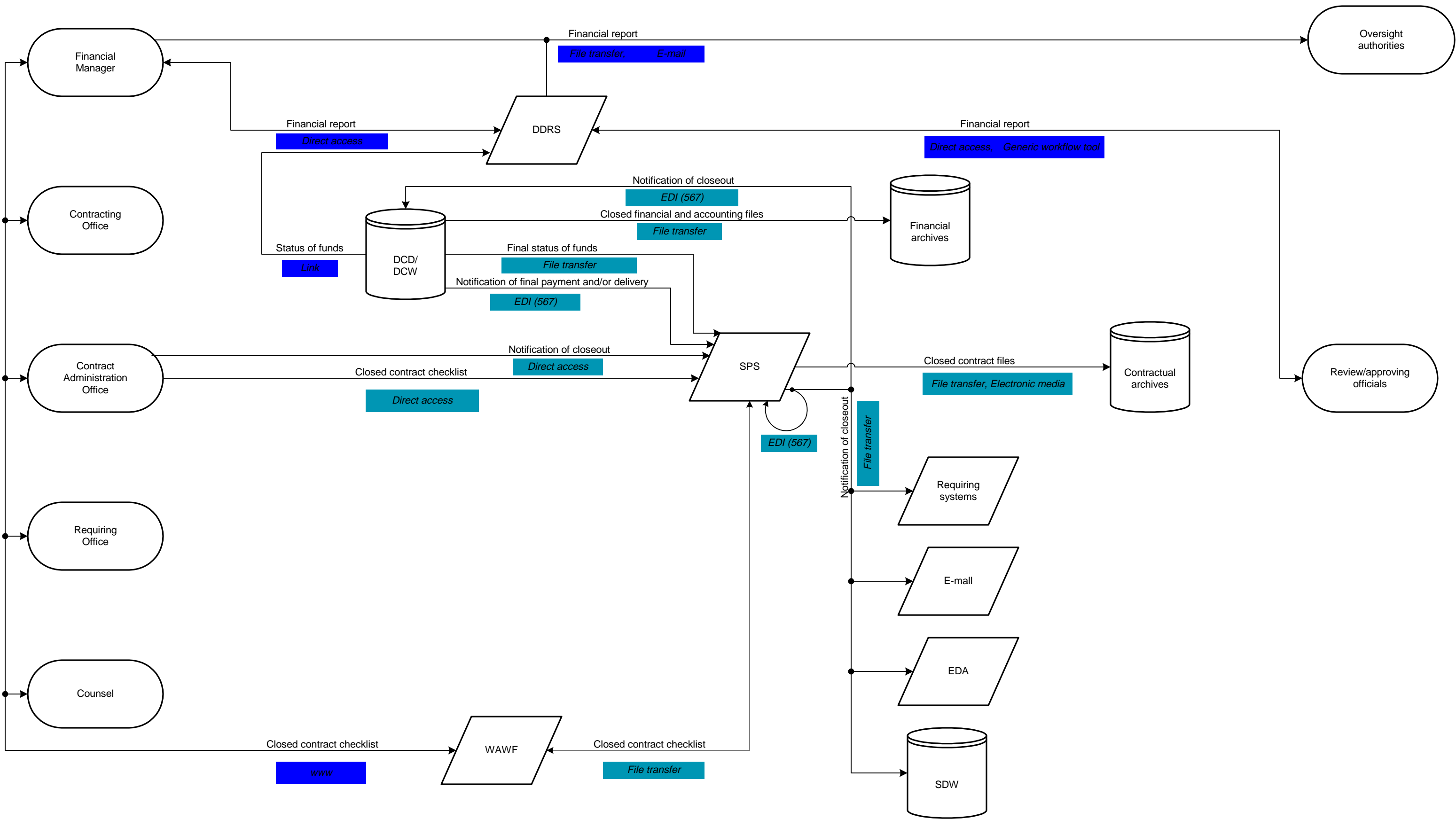- Audit report-proposal

DoD To-Be End-to-End Procurement Systems Maps
Administration and Payment
As of 03/2003

DoD To-Be End-to-End Procurement Systems Maps
Financial Reporting and Contract Closeout
As of 03/2003

ATTACHMENT H

SESSION 1 ATTENDEES

**To-Be End-to-End Procurement Process Implementation Planning Session #1
3-5 August 1999**

Name	Organization	Phone Number	E-Mail Address
Todd Barborek	PwC	703-322-5701	todd_barborek@us.pwcglobal.com
Carrie Cardwell	SAF/AQCI	703-588-7047	carrie.cardwell@pentagon.af.mil
Phil Carney	ASA(ALT)	703-681-1053	carneyp@sarda.army.mil
Antonio Castrillo	DFAS-HQ	614-693-8995	acastrillo@columbus.dfas.mil
Pat Cobb	DFAS-HQ-ISD	703-607-5013	pat.cobb@dfas.mil
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Yolanda Gallegos	DCMCC-J	703-767-1274	yolanda_gallegos@hq.dla.mil
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Bob Parillo	NAVSEA-HQ	703-602-7504 Ext 113	parillorm@navsea.navy.mil
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Kim Pisall	DFAS-HQ/IEM	703-607-1471	kim.pisall@dfas.mil
Brent Pope	PwC	703-633-4914	brent.pope@us.pwcglobal.com
Bruce Propert	JECPO	703-767-6918	bruce_propert@hq.dla.mil
Michelle Richards	DPPS	614-693-6092	michelle.richards@dfas.mil
Debbie Streufert	DON EA-21	703-601-0246	debbie.streufert@peoarbs.navy.mil
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Greg Williams	DFAS-HQ/ISO (DLA)	317-510-3135	greg.williams@dfas.mil
Lt Col Paul Yandik	DCMCC-J	703-767-3441	paul_yandik@hq.dla.mil
John C. Zipperer	DCMCE-GYD	937-656-3110	jzipperer@dcmde.dla.mil

ATTACHMENT I

SESSION 2 ATTENDEES

To-Be End-to-End Procurement Process Implementation Planning Session #2
19-20 August 1999

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Phil Carney	ASA(ALT)	703-681-1053	carneyp@sarda.army.mil
Yolanda Gallegos	DCMC	703-767-1274	yolanda_gallegos@hq.dla.mil
David Guinasso	DCMC	703-767-2354	david_guinasso@hq.dla.mil
Cris Hornsleth	DCAA	703-767-2268	cris.hornsleth@dcaa.mil
Christina Koennecke	KPMG/DCD	317-5102567	ckoennecke@kpmg.com
Carolyn Lee	AF	703-588-7045	carolyn.lee@pentagon.af.mil
Karen Petering	JECPO	703-767-6977	karen_petering@hq.dla.mil
Kim Pisall	DFAS-HQ	703-607-1471	kim.pisall@dfas.mil
Brent Pope	PwC	703-633-4914	brent.pope@us.pwcglobal.com
Bruce Propert	JECPO	703-767-6918	bruce_propert@hq.dla.mil
Dave Roll	DCAA	703-767-2281	dave.roll@dcaa.mil
Debbie Streufert	Navy	703-601-0246	debbie.streufert@peoarbs.navy.mil
M. Alvin Thompson	DFAS-CO	614-693-5458	m.alvin.thompson@dfas.mil
Greg Williams	DFAS-HQ/ISO (DLA)	317-510-3135	greg.williams@dfas.mil
Lt Col Paul Yandik	DCMCC-J	703-767-3441	paul_yandik@hq.dla.mil

ATTACHMENT J

SESSION 3 ATTENDEES

To-Be End-to-End Procurement Process Implementation Planning Session #3
1-2 September 1999

Name	Organization	Phone Number	E-Mail Address
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Phil Carney	ASA(ALT)	703-681-1053	carneyp@sarda.army.mil
Sherrie Chubin	JECPO	703-767-6980	chubins@ncr.disa.mil
			chubins2@ncr.disa.mil
Pat Cobb	DFAS-HQ	703-607-5013	pat.cobb@dfas.mil
Marlin D. Erickson	ASA(FM&C)	703-697-5835	marlin.erickson@hqda.army.mil
Joyce Friedland	DCAA	703-767-2270	joyce.friedland@dcaa.mil
Yolanda Gallegos	DCMC	703-767-1274	yolanda_gallegos@hq.dla.mil
Lt Col Anita Hill	SAF/AQCI	703-588-7052	anita.hill@pentagon.af.mil
Christina Koennecke	DCD	317-510-2567	ckoennecke@kpmg.com
Kristam McMenamin	PwC	703-633-4610	kristam.l.mcmenamin@us.pwcglobal.com
Karl Omatsola	PwC	703-322-5490	karl.omatsola@us.pwcglobal.com
Karen Petering	JECPO	703-767-6977	karen_petering@hq.dla.mil
Brent Pope	PwC	703-633-4914	brent.pope@us.pwcglobal.com
D. B. Propert	JECPO	703-767-6918	bruce_propert@hq.dla.mil
Debbie Streufert	Navy EA-21	703-601-0246	debbie.streufert@peoarbs.navy.mil
Alvin Thompson	DFAS-CO-KB	614-693-5458	m.alvin.thompson@dfas.mil
Lt Col Paul Yandik	DCMCC-J	703-767-3441	paul_yandik@hq.dla.mil